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Community Benefits Study: Itasca and Tettegouche State Parks

Final Report

Submitted to:
Minnesota Department of Natural Resources
Division of Parks and Recreation

by:

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EXECUTIVE SUMMARY

Since 1993, the University of Minnesota Department of Forest Resources, the Minnesota Department of Natural Resources (MN DNR), and the U.S. Forest Service have been working together to better understand the benefits Minnesota State Parks helps provide to society and how this information can improve park management and planning. Using a new approach to recreation resource management known as **benefits based management** (BBM), Minnesota has joined other agencies and local governments in implementing this outcomes-based approach to the management of outdoor recreation areas.

This report documents what was learned from a study 1995 study that examined how two northern Minnesota state parks benefit surrounding communities. University of Minnesota researchers used a **collaborative approach** with the Minnesota Department of Natural Resources to carry out this community benefits study. DNR managers were heavily involved in the research portion of the study, which included identification of study areas and questionnaire development. Researchers used a *two phase approach* to identify community benefits associated with two Minnesota state parks -- Tettegouche State Park along Minnesota's north shore and Itasca State Park in central Minnesota, which includes the headwaters of the Mississippi River.

1. University researchers organized meetings with local stakeholders at each park.

2. A questionnaire was developed for both parks from the information gathered at the meetings with stakeholders. The questionnaire was sent to a larger group of community residents. Questions focused on the:

   - parks' contribution to community benefits,
   - relative importance of community benefits, and
   - preferences for management in park zones,
   - perception of current park management and setting,
   - current interaction and satisfaction with park staff, and
   - perception and desires for promotion of recreation opportunities in the region.

For Itasca, 148 community members were selected as study participants, and 101 people returned questionnaires (69%). For Tettegouche, 46 residents received questionnaires, and 31 returned completed questionnaires (68%). A wealth of both qualitative and quantitative data were collected. The quantitative results were analyzed and are reported here.

Results show stakeholders believe the parks benefit their communities in a variety of different ways and that the parks are contributing to important benefits. Also, stakeholders are satisfied with current management of the parks' setting and visitors. Specifically, study participants believe park managers are protecting Itasca and Tettegouche's natural environments even though they have maintained the parks as popular tourist attractions. Not only does the parks' natural characteristics help attract tourists, but study participants also see that a preserved natural environment provides important benefits unique to their communities (e.g., environmental education and outdoor-oriented lifestyles).

Study results show managers can improve their deliver of certain community benefit opportunities. Stakeholders of both parks want to have a sense of security that the natural environment will not be lost, but they believe the parks' provide a relatively low contribution to this benefit. Also, stakeholders gave Itasca State Park a relatively low contribution mean for the environmental education benefit, and Tettegouche stakeholders gave a relatively low contribution mean to providing a feeling that their community is a special place to live.

Implications for management include increased public participation in the management and planning of Itasca and Tettegouche state parks. Currently, both parks incorporate the public heavily into their management, improving the parks' ability to provide for these important benefit opportunities should be a focus of public participation efforts..

BACKGROUND

Since 1993, the University of Minnesota Department of Forest Resources, the Minnesota Department of Natural Resources (MNDNR), and the U.S. Forest Service have been working together to better understand the benefits Minnesota State Parks help provide to society and how this information can improve park management and planning. Using a new approach to recreation resource management known as **benefits based management** (BBM), Minnesota has joined other agencies and local governments in implementing this outcomes-based approach to the management of outdoor recreation areas.

What is Benefits Based Management?

A benefit is defined as a desirable change of state and/or an improved condition of: an individual, a group of individuals, a society, or even nonhuman organisms (Driver, Nash and Haas, 1987). BBM requires an explicit definition of what value is added to visitors' lives from their recreation experiences. It also allows managers to expand their thinking beyond the recreation visitor, who receives direct recreation benefits, to larger social groups who receive more indirect benefits from recreation. Managers actively consider individuals living in nearby communities who might not have directly participated in a recreation engagement, but might still have realized benefits from the wildland recreation area (Driver and Bruns, in press). Through manipulating the setting and working with local communities, managers can directly or indirectly create opportunities for communities to benefit (Brown, 1984). For example, parks provide employment opportunities for nearby communities, which directly benefit these communities. Parks also serve to protect and preserve the natural landscape for their biological diversity and for their wildland recreation potential. By protecting and preserving these things, people living adjacent to parks might indirectly realize increased community pride.

Past Research

A need to identify, measure, and monitor the benefits of outdoor recreation areas is becoming more evident throughout the 1990's. A variety of pilot projects throughout the United States have helped to better document these benefits, but the majority of these studies have focused on personal or visitor benefits. For example, the recreation opportunity spectrum, which is an experienced based management framework, concentrates on the individual's experience (e.g., solitude stress reduction, affiliation) while engaged in recreation. BBM moves beyond experience based frameworks to include benefits. This report discusses the benefits communities attain from outdoor recreation areas. Although some research on community benefits was conducted in 1994 in Grand Junction, Colorado as part of the first BBM pilot project, this study was the first to specifically focus on community benefits.

Communities and parks, or other wildland recreation areas such as long distance trails and county, state, or federal forest lands, often have a symbiotic relationship with each other. Examining how communities benefit from wildland recreation fits well into the benefits based management framework. By adding community benefits, BBM broadens and enhances the scope of the recreation profession.

This community benefits project was the second of a larger study that examined how Minnesota State Parks benefit society. In 1993, University of Minnesota researchers contacted park visitors to six Minnesota state parks. Using a list of previously identified list of benefits and experiences, study participants were asked to indicate how important each item was and whether they attained the benefit/experience listed. Data from this study are currently being analyzed and MNDNR reports are in progress.

Methods

Study Areas

For most Minnesota state parks, over half of the area within their borders is undeveloped and exists in a natural state. The remainder is developed to serve and facilitate visitors' needs, such as, access to high interest points. Itasca and Tettegouche state parks in northern Minnesota (Figure 1) were chosen for this study because they

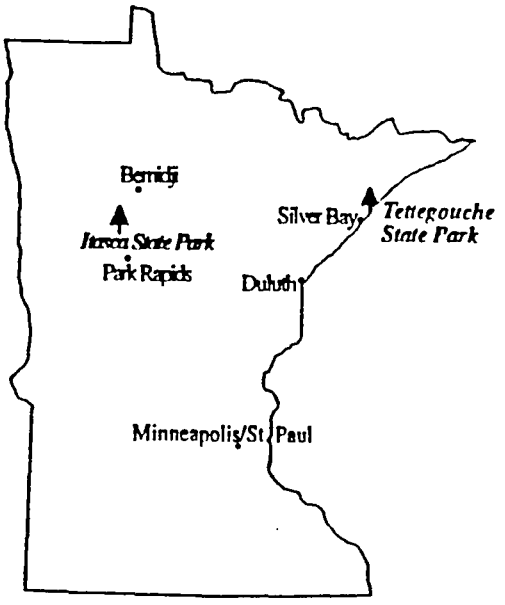

Figure 1. Location of Itasca and Tettegouche State Park Study Areas.

have large undeveloped areas, and they were both part of the 1993 on-site visitor benefits study discussed earlier. When this study began, both parks were also in the process of developing new management plans.

Itasca (Figure 2), located in central Minnesota, is best known as the park where the headwaters of the Mississippi River are found. It is also one of Minnesota's largest and most heavily used state parks (approximately 500,000 visitors/year). A majority of Itasca's visitors pass through the small communities of Park Rapids and Bemidji, which are 18 miles south and 31 miles northeast, respectively from Itasca. Several resorts and private campgrounds near the park depend on tourists attracted to Itasca for their economic well-being.

Tettegouche (Figure 3) is one of eight Minnesota state parks found along the scenic north shore of Lake Superior. Minnesota's north shore is a primary destination spot for tourists. Approximately 260,000 users visit the park annually. Numerous resorts, private campgrounds and cabins are also located along the shore. Duluth, Minnesota's fourth largest city and the farthest western port on the Great Lakes, is 45 miles south of Tettegouche. Although many Duluth residents visit Tettegouche, the park primarily impacts the small town of Silver Bay, which lies just outside the park's borders.

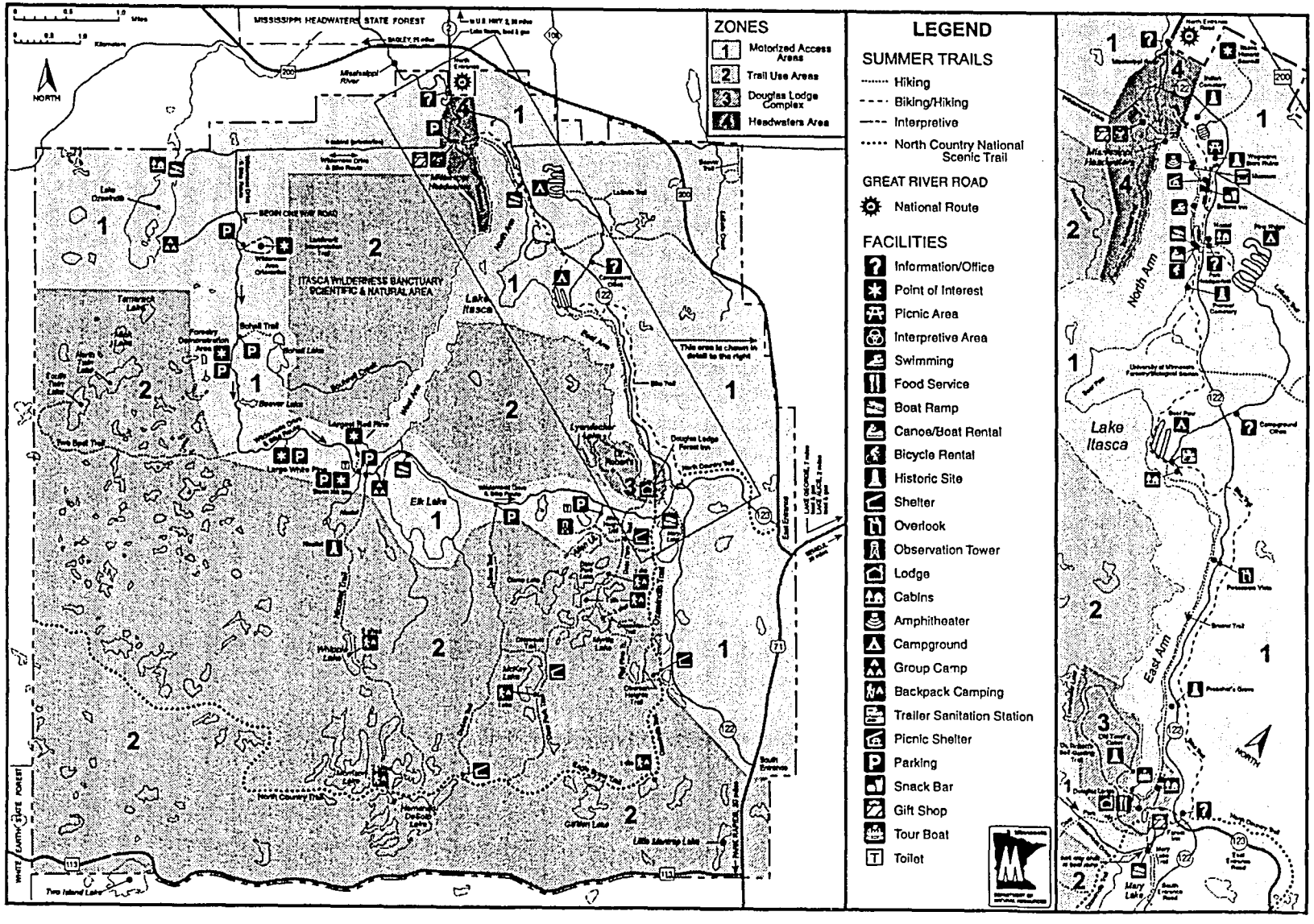

Figure 2. Itasca State Park Study Area

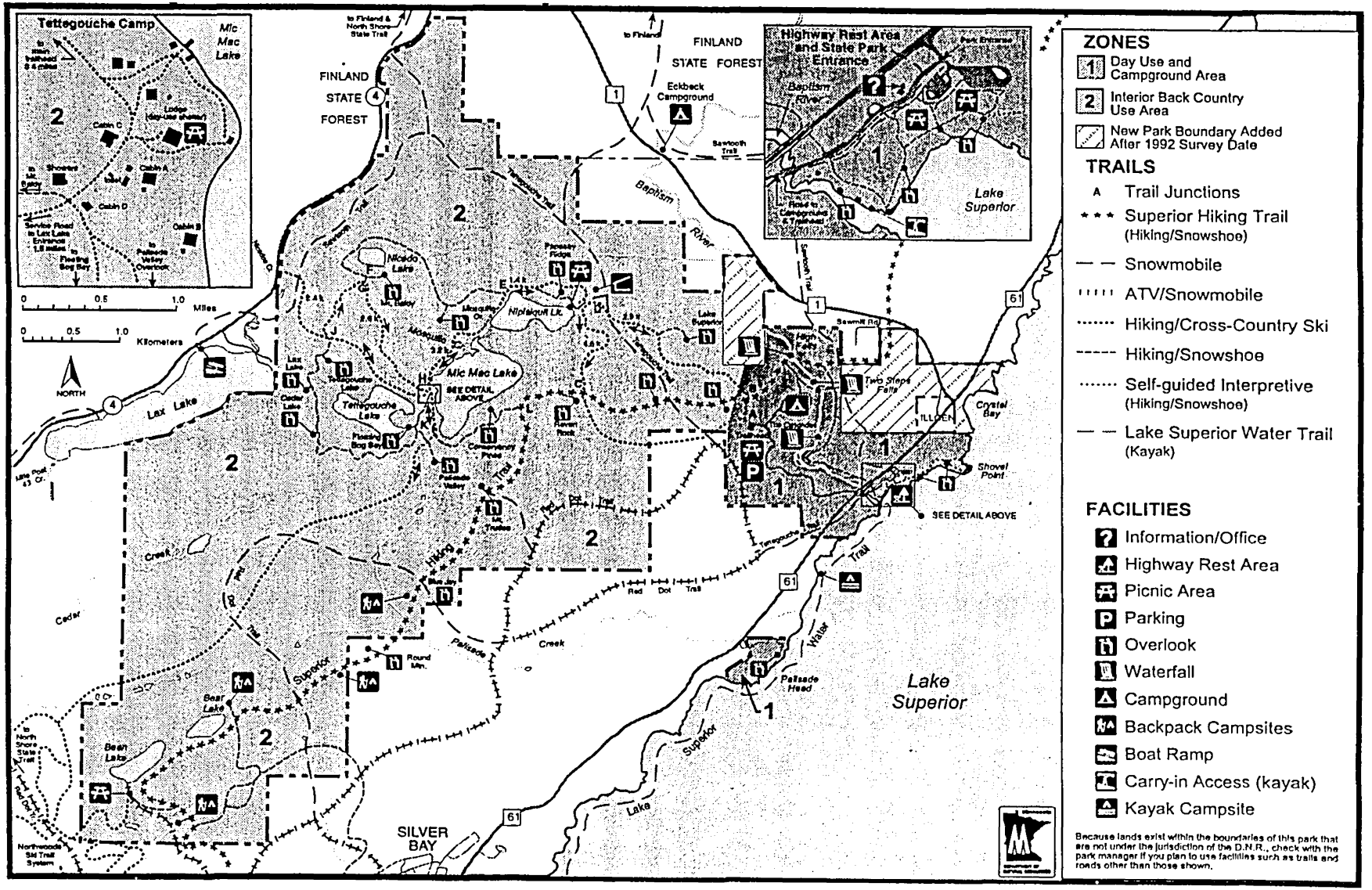

Figure 3. Tettegouche State Park Study Area

Study Participants

Since the overall objectives of this study were to *describe* rather than predict phenomena, a purposive sampling approach was used to examine community benefits for both parks. Researchers use purposive sampling techniques when they want to study a specific group of people (Salant and Dillman, 1994). In this case, the study examined **stakeholders** in the communities. Stakeholders are defined here as people who live close to the study areas, know about the study areas, and care about the management of those areas.

This study focused its examination on stakeholders for two reasons. First, it is a first attempt to use benefits based management in a community setting to aid recreation planning and management. Therefore, researchers used a grounded theory approach to acquire this initial understanding of community benefits. A grounded theory approach creates or refines theory through testing, refinement, or qualification of phenomena (Miles and Huberman, 1994). It is not based on testing existing theory; therefore, techniques that provide reliable, local perspectives are required. In this case, study participants knew the parks well and could provide reliable information as to how the parks benefit their communities. Second, stakeholders are people who become most involved in the planning of public wildland recreation areas (Steiner, 1994; USDA Forest Service, 1993). A major objective of this research effort was to incorporate study findings into planning and management of the state parks examined as well as to encourage future participation by these people in park planning and management. Also, these people might frequently get involved in planning and management, but managers often do not have the opportunities to scientifically examine stakeholders' attitudes and beliefs. Therefore, it was necessary that the study examine the attitudes and beliefs of those people. The latter is not to say that the general public should not have a say. Their perceptions of benefit opportunities are also important, and this study should provide a good foundation for future research to sample a cross section of community members.

Study participants were selected to be representative of people who have a definite connection with the park (e.g., tourism service providers, local educators, chamber of commerce) and who are recognized by others in the community as stakeholders. Potential participants were identified by park employees and by each park's

citizen advisory committee. Each park employee and committee member was asked to generate a list of names and addresses of potential participants. Lists were compared to remove duplications.

For Tettegouche, 46 community members were identified as study participants; for Itasca, 148 community members were selected as participants. Itasca had a much larger sample size than Tettegouche because more people were members of its advisory committee. Also, Itasca is the only park in the region; therefore, it garners more public interest than Tettegouche, which has six other state parks in close proximity.

Phase One: Focus/Nominal Group Meetings

In the winter of 1995, University of Minnesota researchers conducted four focus/nominal group interviews at Itasca and Tettegouche state parks. This method of data collection was used because different people may hold different understanding of the topic being discussed. The open-ended framework of these meetings allowed for many perspectives to be shared and discussed providing a wealth of qualitative data.

Two meetings were held at each park. First, park staff were interviewed and then members of each parks' citizen advisory committee too part in an interview. Researchers first introduced themselves and asked each participant to introduce him or herself. Researchers then provided a brief introduction where they explained the purpose of the meeting and the concept of community benefits. Participants were asked three questions regarding community benefits:

1. What benefits do you believe your community receives from state parks?
2. What do you believe are the most important community benefits?
3. What can state park managers do to help your community realize these benefits?

The first question provided long lists of benefits potentially derived from Itasca and Tettegouche state parks. The second question allowed researchers to identify particular community benefits that were important to study participants. Each participant ranked the benefits he or she believed were the top seven most important. Voting was conducted by allowing the participants to place a seven next to the benefit they believed

was the most important benefit and a six next to the benefit they believed was the second most important. This continued down to their seventh most important value, which they gave a score of one. All participants' scores for each benefit were then summed. The benefit with the highest score indicated the groups' most important benefit while the value with the seventh highest score indicated the groups' seventh most important benefit. The third question provided a long list of management recommendations. Results from these four meetings are provided in Appendix A.

Questionnaire

Using the results from the focus/nominal group meetings along with past benefits research and assistance from MN DNR managers and planners, a questionnaire for both parks was developed to attain more specific information from state park stakeholders. These questions were written to attain information regarding:

- How parks benefit communities,
- Contribution of selected community benefits,
- Most important community benefits,
- What park staff should do to help communities attain benefits,
- Preferred level of management in parks' zones,
- Attitudes toward the existing park management and setting,
- Level of involvement with park managers,
- Level of satisfaction with park and MNDNR management, and
- Attitudes toward marketing parks and region.

Data Collection

Following Dillman's (1978) suggestions, study participants were sent one questionnaire, a cover letter explaining the study, and a postage paid return envelope. One week after the first mailing a reminder post card was sent to all participants. For stakeholders who had not returned questionnaires back prior to three weeks after the first mailing a reminder letter, questionnaire, and postage paid envelope were sent. Finally, after another three weeks a third follow-up questionnaire packet was sent to those who had not returned questionnaires.

Response Rate. For Tettegouche, 68% of respondents returned questionnaires (31 people), and 69% of Itasca participants returned questionnaires (101 people).

Data Analysis

Data collected through the phase two questionnaires were analyzed using descriptive statistics. The frequencies and percent of participants' who responded to each possible answers are shown for all the close-ended questions. Means are shown for the level of contribution participants' believe the parks contributed to the list of 24 benefits. Responses to the open-ended questions are shown in Appendices B and C.

ITASCA RESULTS

This section provides the quantitative results from the Itasca questionnaire. The next section organized in a similar format will discuss the Tettegouche quantitative results. It will begin with a short socio-demographic description of study participants. Next, results regarding the contribution and importance of community benefits will be discussed. The section will conclude with a description of respondents' attitudes toward park management, setting, and promotion or recreation opportunities. A brief description of each question will be provided.

Socio-Demographic Profile

Since this study targeted Itasca State Park stakeholders, the large majority of study participants live in areas surrounding Itasca. Over 60% of the respondents are between the ages of 41 and 60 (Table 1). Most of the respondents did not live in the area for more than 30 years (Table 2). Seventy-two percent of study participants lived in the area less than 30 years and almost one-quarter (24%) said they lived in the present community for ten years or less.

Table 1. Itasca State Park respondents' ages.

Sample Size	20-years and younger	21-years through 30-years	31-years through 40-years	41-years through 50-years	51-years through 60-years	61-years through 70-years	71-years and older
88	0%	2%	9%	31%	30%	17%	11%

Table 2. Itasca State Park respondents' years in community.

Sample Size	10 years and less	11 years through 20 years	21 years through 30 years	31 years through 40 years	41 years through 50 years	51 years and more
88	24%	23%	25%	11%	9%	8%

Contribution of Community Benefits

Over half of the Itasca respondents think there were at least nine community benefits listed to which Itasca State Park contributed (Table 3). Eighty-three percent of

Table 3. Itasca State Park contribution to community benefits.

Community Benefit	Sample Size	Contribution to Benefits				Mean
		No	Minor	Moderate	Major	
A chance to attract tourism dollars to the community	92	1%	3%	13%	83%	3.8
A place to preserve/conserve various natural and unique ecosystems	94	1%	5%	13%	81%	3.7
A natural setting in which your community takes great pride	96	1%	9%	23%	67%	3.6
A feeling that your community is a special place to live	99	0%	11%	28%	61%	3.5
A chance to experience unique outdoor recreation opportunities	99	4%	3%	29%	64%	3.5
A feeling of community pride	99	1%	8%	35%	56%	3.5
A greater concern for the natural environment among residents	97	3%	14%	37%	45%	3.3
A greater understanding of your natural environment	98	3%	12%	34%	51%	3.3
A sense of security that the natural environment will not be lost	97	5%	11%	33%	51%	3.3
A more stable economy within the community	97	4%	23%	41%	32%	3.0
An increase in knowledge about the area's cultural resources	97	7%	21%	40%	32%	3.0
A chance for local people to maintain an outdoor oriented lifestyle	99	5%	25%	30%	39%	3.0
A more stable economy for the surrounding region	93	7%	15%	46%	32%	3.0
An increase in job opportunities outside the park	97	8%	25%	41%	26%	2.9
Opportunities for exercise that improve local people's health	98	6%	25%	37%	32%	2.9
Opportunities for residents to interact with people of different cultures who may be visiting the park	97	4%	35%	43%	18%	2.7
A stronger sense of community togetherness or cohesion	97	11%	44%	34%	10%	2.4
Opportunities to interact with and learn from tourists who have different attitudes and beliefs	94	10%	46%	36%	8%	2.4
A greater ability to preserve the small-town character of your community	84	27%	30%	29%	14%	2.3
A sense of stronger family bonds within the community	88	22%	43%	31%	4%	2.2

Community Benefit	Sample Size	Contribution to Benefits				Mean
		No	Minor	Moderate	Major	
Opportunities for residents to grow spiritually	85	26%	41%	20%	13%	2.2
An increase in work productivity among community residents	80	32%	44%	14%	10%	2.0
A reduction in juvenile delinquency	78	44%	44%	9%	4%	1.7
A reduction of health costs among community residents	76	53%	36%	10%	1%	1.6

* 1 = No Contribution, 2 = Minor Contribution, 3 = Moderate Contribution, 4 = Major Contribution

the respondents think the park contributes most to the benefit, *a chance to attract tourism dollars to the community* (mean of 3.8). Of those nine benefits with high contribution means, five addressed the natural setting or natural environment. A majority of Itasca stakeholders think the park makes either no or a minor contribution to eight of the benefits listed. These benefits tend to be items that community members might not directly perceive or experience (e.g., an increase in work productivity among community residents). A majority of the respondents (53%) believe Itasca makes no contribution to the benefit, *a reduction of health costs among community residents*. This benefit along with *a reduction of juvenile delinquency*, were the only two benefits that received contribution means less than 2.0 (1.6 and 1.7, respectively).

Importance of Community Benefits

To identify the community benefits stakeholders believe are the most important benefits Itasca State Park contributes to their communities, researchers calculated importance scores for each benefit based on how participants rated each benefit. Researchers incorporated participants' responses for all seven most important benefits to calculate an importance score for each benefit. To calculate this score, each respondent's most important benefit received a score of seven, the second most important benefit received a score of six, and continued down so that a person's seventh most important benefit received a score of one. The scores were then added to give each benefit an overall importance score (Table 4).

A chance to attract tourism dollars to the community was rated he most important benefit with an importance score of 307, and *a place to preserve/conserve various natural and unique ecosystems* received the second highest importance score, 267. Although the most important benefit focuses on economics, five of the seven most important benefits focus on the natural environment on the outdoors. Stakeholders believe the natural environment should be preserved/conserved for itself as well as for reasons that benefit their communities.

Table 4. Most Important Benefits for Itasca State Park

Community Benefit	Importance Score[1]
A chance to attract tourism dollars to the community	307
A place to preserve/conserve various natural and unique ecosystems	267
A chance to experience unique outdoor recreation opportunities	209
A natural setting in which your community takes great pride	207
A greater understanding of your natural environment	190
A feeling that your community is a special place to live	185
A sense of security that the natural environment will not be lost	155

[1] Each respondent picked and rank ordered the seven most important benefits from the list that he or she thought the park contributed to. The benefit each respondent listed as most important and ranked number one was assigned a score of seven, the second most important benefit was assigned a score of six, and on down to the seventh most important, which received a score of one. Value scores for each benefit were then summed to give each benefit an overall importance score.

Preferred Level of Management in Park Zones

To better understand what level of management stakeholders would prefer in different parts of Itasca State Park, study respondents were given a map of Itasca within the questionnaire that showed four zones in the park (see Figure 1). These zones include: 1) motorized access areas, 2) trail use areas, 3) Douglas Lodge Complex, and 4) Headwaters area. They were asked to indicate their preferred level of management for six different characteristics: remoteness, naturalness, facility development, social contact, visitor services, and management controls (Tables 5-10).

Table 5. Preferred remoteness for Itasca zones.

	Sample Size	Make area more isolated	Leave as is	Improve ease of vehicular access to area
Zone 1	92	3%	83%	14%
Zone 2	74	8%	72%	20%
Zone 3	81	3%	91%	6%
Zone 4	89	8%	82%	10%

Table 6. Preferred naturalness for Itasca zones.

	Sample Size	Restore more natural conditions	Leave as is	Allow more human-made landscape alterations
Zone 1	98	15%	71%	14%
Zone 2	72	14%	76%	10%
Zone 3	80	20%	65%	15%
Zone 4	89	25%	64%	11%

Table 7. Preferred level of facility development for Itasca zones.

	Sample Size	Remove some facility developments	Leave as is	Develop more facilities (trails, restrooms, etc.)
Zone 1	92	5%	63%	32%
Zone 2	72	3%	69%	28%
Zone 3	80	3%	78%	20%
Zone 4	89	9%	72%	19%

Table 8. Preferred level of social contact for Itasca zones.

	Sample Size	Reduce number of contacts with others	Leave as is	Encourage more use and interaction
Zone 1	89	5%	76%	19%
Zone 2	70	10%	60%	30%
Zone 3	80	4%	73%	24%
Zone 4	87	9%	71%	20%

Table 9. Preferred level of visitor services for Itasca zones.

	Sample Size	Provide fewer services and assistance	Leave as is	Provide more services, staff contact, and land use controls
Zone 1	91	3%	65%	32%
Zone 2	72	7%	74%	19%
Zone 3	81	5%	64%	31%
Zone 4	84	6%	71%	20%

Table 10. Preferred type of management controls for Itasca zones.

	Sample Size	Adopt more "hands off" style	Leave as is	Exercise more visitor and land use controls
Zone 1	89	11%	63%	26%
Zone 2	70	11%	71%	17%
Zone 3	79	6%	70%	24%
Zone 4	88	11%	64%	25%

Results show the majority of Itasca stakeholders want to maintain management of the six characteristics at the current level. For all characteristics referring to all four zones, over 60% of stakeholders marked "leave as is." Occasionally, about 25-30% of study participants indicated they prefer more intense management or development in the zones. This was most evident for the motorized access areas (i.e., Zone 1) where almost one third of the study participants indicated they preferred *develop more facilities* and *provide more services, staff contact, and land use controls*. The only setting characteristic that received over 10% of respondents preferring less development was for preferred naturalness. In fact, one-quarter of the respondents said they prefer to *restore more natural conditions* to the Headwaters area (i.e., Zone 4).

Perception of Management and Setting

Using a sliding differential scale, study participants were asked to indicate how they perceive Itasca State Park's management and setting according to eight pairs of

management and setting characteristics. Each characteristic was described by two contrasting descriptions (e.g., single recreation use and many recreational uses), and study participants were asked to place a checkmark in one of five blanks closest to the item that best represents how they perceive the park (Table 11).

Table 11. Perception of Itasca State Park's management and setting.

	Sample Size	Percent of existing setting/management					
Hands-off	85	8%	18%	50%	13%	12%	Hands-on
Responds to local needs	87	16%	28%	29%	17%	10%	Does not respond to local needs
Single recreation use	85	2%	4%	17%	28%	50%	Many recreational uses
Isolated	85	20%	11%	26%	33%	30%	Accessible
Natural	85	25%	37%	26%	9%	4%	Altered landscape
No facilities	85	0%	7%	52%	24%	18%	Many facilities
Very little social interaction	81	7%	20%	42%	25%	6%	Much social interaction
No sign of human use	85	4%	17%	33%	33%	14%	Much evidence of human use

Half of the Itasca stakeholders perceive management as being neither *hands-off* nor *hands-on*, and more participants believe *managers respond to local needs* (44%) rather than not (27%). Stakeholders were evenly distributed in terms of how they perceive the level of social interaction and evidence of human use in the parks. A majority of stakeholders think the park is better characterized by having opportunities for *many recreational uses* (78%) rather than a *single recreation use* (six percent) and is *accessible* (66%) rather than *isolated* (31%). Also, 42% of study participants think the park is better characterized by *many facilities* as opposed to only seven percent who perceive the park as being closer to having *no facilities*. Although these three characteristics appear to give the park a highly developed character, many participants perceive the park to be *natural* (62%) rather than having an *altered landscape* (13%).

Interaction with Park Staff

Two questions specifically asked participants to indicate how much they have worked with Itasca State Park staff. Stakeholders were almost equally split between

those who had contacted anyone from Itasca in the last year (51%) and those who had not (49%) (Table 12). The large majority of the people who indicated they did have contact with park staff (82%), said they contacted park staff 10 times or less in the past year (Table 13). Only 13% of participants said they had contacted park staff more than 20 times.

Table 12. Contact with Itasca State Park staff in the last year.

Sample Size	Yes	No
92	51%	49%

Table 13. Level of contact with Itasca State Park staff.

Sample Size	1 to 5 times	6 to 10 times	11 to 29 times	More than 20 times
60	47%	35%	5%	13%

Level of Satisfaction with Management

Study participants were then asked to rate their level of satisfaction with Itasca and MNDNR management. In general, stakeholders gave managers positive ratings (Table 14). Stakeholders were most satisfied with the ability of Itasca managers ability to care for the land (70% were moderately or totally satisfied) and visitors (74% were moderately or totally satisfied).

Promoting Recreation Opportunities

Two questions targeted stakeholders' attitudes toward marketing the park. First, they were asked how active they believe Itasca park staff **is** in promoting the park's recreation opportunities (Table 15). Second, they were asked how much the park staff **should be** in promoting the parks' recreation opportunities (Table 16). Results show stakeholders are generally in favor of promoting recreation opportunities, and they believe Itasca staff should do more than they are currently doing to promote the park.

Table 14. Level of satisfaction with Itasca State Park management.

	Sample Size	Totally dissatisfied	Moderately dissatisfied	Somewhat dissatisfied	Neither or not applicable	Somewhat satisfied	Moderately satisfied	Totally satisfied
a. Your association with Itasca Park staff	86	2%	1%	7%	13%	7%	24%	45%
b. For Itasca State park, how do you feel about:								
- how the land is cared for	87	2%	12%	2%	2%	12%	41%	29%
- how the visitors are cared for	85	0%	5%	1%	7%	13%	33%	41%
- DNR's management of the area (permits. rules, facilities, etc.)	86	7%	7%	7%	6%	14%	33%	27%

Table 15. How active Itasca State Park staff **is** in promoting tourism.

Sample Size	Very active	Moderately active	Somewhat active	Not active
78	13%	28%	42%	17%

Table 16. How active Itasca State Park staff **should** be in promoting tourism.

Sample Size	Very active	Moderately active	Somewhat active	Not active
86	47%	31%	19%	4%

Almost one-third of the study participants think the park is moderately or very active in promoting Itasca's recreation opportunities; however, 67% of stakeholders believe park staff should be moderately or very active in promotion. Only a small minority of stakeholders (4%) believe park staff should not be active in promotion of recreation opportunities.

TETTEGOUCHE RESULTS

Socio-Demographic Profiles

Tettegouche State Park stakeholders are mainly North Shore residents and the majority live in Silver Bay, the closest community to the park. Almost half (45%) of the participants are between 41 and 50 years-old (Table 17). A majority of the stakeholders lived in the area for over 31 years (55%) (Table 18).

Table 17. Tettegouche State Park respondents ages.

Sample Size	20-years and younger	21-years through 30-years	31-years through 40-years	41-years through 50-years	51-years through 60-years	61-years through 70-years	71-years and older
29	0%	0%	17%	45%	10%	24%	3%

Table 18. Tettegouche State Park respondent s' years in community.

Sample Size	10 years and less	11 years through 20 years	21 years through 30 years	31 years through 40 years	41 years through 50 years	51 years and more
29	0%	14%	31%	42%	14%	0%

Contribution of Benefits

A majority of respondents said Tettegouche State Park provides a major contribution to: *a place to preserve/conserve various natural and unique ecosystems* (64%), *a chance to experience unique outdoor recreation opportunities* (52%), and *a chance for local people to maintain an outdoor oriented lifestyle* (50%) (Table 19). Study participants also gave these three benefits the highest contribution means (3.5, 3.3, and 3.3, respectively).

Over 50% of the respondents said Tettegouche either provides a moderate or major contribution to 14 other benefits. Of those 14, seven of them specifically mention the outdoors or nature. Only two of the items specifically address economic benefits (i.e., *a chance to attract tourism dollars to the community* and *a more stable economy for the*

Table 19. Tettegouche State Park's contribution to community benefits.

Community Benefit	Sample Size	Contribution to Benefits				Mean
		No	Minor	Moderate	Major	
A place to preserve/conserve various natural and unique ecosystems	28	4%	7%	25%	64%	3.5
A chance to experience unique outdoor recreation opportunities	29	3%	10%	35%	52%	3.3
A chance for local people to maintain an outdoor oriented lifestyle	30	0%	17%	33%	50%	3.3
A chance to attract tourism dollars to the community	29	3%	10%	48%	38%	3.2
A feeling that your community is a special place to live	28	7%	11%	39%	43%	3.2
Opportunities for exercise that improve local people's health	29	0%	24%	31%	45%	3.2
A natural setting in which your community takes great pride	29	10%	17%	28%	45%	3.1
A sense of security that the natural environment will not be lost	28	11%	11%	36%	43%	3.1
A feeling of community pride	26	15%	19%	19%	46%	3.0
A greater concern for the natural environment among residents	30	3%	27%	37%	33%	3.0
A greater understanding of your natural environment	27	7%	19%	41%	33%	3.0
An increase in knowledge about the area's cultural resources	30	10%	33%	23%	33%	2.8
A more stable economy within the community	30	10%	43%	30%	17%	2.5
A more stable economy for the surrounding region	28	18%	32%	36%	14%	2.5
Opportunities for residents to interact with people of different cultures who may be visiting the park	28	18%	46%	25%	11%	2.3
Opportunities for residents to grow spiritually	26	27%	35%	23%	15%	2.3
An increase in job opportunities outside the park	27	26%	44%	19%	11%	2.2
Opportunities to interact with and learn from tourists who have different attitudes and beliefs	27	26%	37%	30%	7%	2.2
A stronger sense of community togetherness or cohesion	29	28%	38%	28%	7%	2.1
A greater ability to preserve the small-town character of your community	28	32%	46%	14%	7%	2.0

Community Benefit	Sample Size	Contribution to Benefits				Mean
		No	Minor	Moderate	Major	
A sense of stronger family bonds within the community	25	35%	42%	15%	8%	2.0
An increase in work productivity among community residents	24	38%	38%	21%	4%	1.9
A reduction in juvenile delinquency	25	36%	40%	20%	4%	1.9
A reduction of health costs among community residents	22	55%	27%	18%	0%	1.6

* 1 = No Contribution, 2 = Minor Contribution, 3 = Moderate Contribution, 4 = Major Contribution

surrounding region). A minority of respondents think Tettegouche is a major contributor to these two economic benefits (38% and 14%, respectively). Most respondents believe Tettegouche contributes moderately to these benefits.

A majority of participants believe Tettegouche does not contribute to the benefit *a reduction of health costs among community residents* (55%), and a majority of respondents believe that the park either makes not contribution or only a minor contribution to 11 of the benefits listed. As seen in the Itasca results, these benefits tend to be some of the more abstract items listed --- benefits that residents do not experience or perceive directly.

Most Important Community Benefits

To understand what benefits study participants believe were the most important, importance scores were tabulated using the methods described for Itasca State Park (Table 20). Tettegouche participants gave the highest importance score to *a chance to experience unique outdoor recreation opportunities* with a score of 94. *A place to preserve/conserve various natural and unique ecosystems* received the second highest score (72). Five of these most important benefits specifically mention the natural environment or the outdoors; whereas, only one benefit focuses on economics. In comparison to the list generated by Itasca's stakeholders, six of the seven were the same. Only the benefit, *a chance for local people to maintain an outdoor oriented lifestyle*, was included in the Tettegouche list that was not rated as one of the seven most important by the Itasca respondents.

Preferred Level of Management in Park Zones

To understand how Tettegouche State Park stakeholders feel the preferred level of management should be in the park, they were asked to evaluate three different zones in terms of the six different setting characteristics Itasca participants used (i.e., remoteness, naturalness, facilities, social contacts, visitor services, and management controls). The first zone (day use and campground area) was sub-divided into two zones: Palisade Head, a lookout point of approximately two miles south of the main area of the park, and

a more heavily used day use and campground area. The second zone was composed of the interior back-country use area.

Table 20 Most Important Benefits for Tettegouche State Park

Community Benefit	Importance Score[1]
A chance to experience unique outdoor recreation opportunities	94
A place to preserve/conserve various natural and unique ecosystems	72
A sense of security that the natural environment will not be lost	65
A chance for local people to maintain an outdoor-oriented lifestyle	57
A chance to attract tourism dollars to the community	43
A feeling that your community is a special place to live	41
A natural setting in which your community takes great pride	41

[1] Each respondent picked and rank ordered the seven most important benefits from the list that he or she thought the park contributed to. The benefit each respondent listed as most important and ranked number one was assigned a score of seven, the second most important benefit was assigned a score of six, and on down to the seventh most important, which received a score of one. Value scores for each benefit were then summed to give each benefit an overall importance score.

The majority of Tettegouche stakeholders prefer management to maintain stable in all three zones for all six setting characteristics (Table 21-26). However, more than a third of the stakeholders (36%) said they prefer more facility development in the back country zone, and 50% said they wanted the zone's facilities to be left as they were. Also, 45% of stakeholders said they prefer more services, staff contact, and management controls in Tettegouche's day use and campground areas, but 52% indicated that these type of services should be left at current levels.

Table 21. Preferred remoteness for Tettegouche zones.

	Sample Size	Make area more isolated	Leave as is	Improve ease of vehicular access to area
Zone 1A	31	3%	87%	10%
Zone 1B	29	10%	69%	21%
Zone 2	28	11%	64%	25%

Table 22. Preferred naturalness for Tettegouche zones.

	Sample Size	Restore more natural conditions	Leave as is	Allow more human-made landscape alterations
Zone 1A	31	23%	61%	16%
Zone 1B	28	7%	92%	0%
Zone 2	28	7%	79%	14%

Table 23. Preferred level of facility development for Tettegouche zones.

	Sample Size	Remove some facility developments	Leave as is	Develop more facilities (trails, restrooms, etc.)
Zone 1A	31	7%	60%	33%
Zone 1B	29	10%	59%	31%
Zone 2	28	14%	50%	36%

Table 24. Preferred level of social contact for Tettegouche zones.

	Sample Size	Reduce number of contacts with others	Leave as is	Encourage more use and interaction
Zone 1A	31	6%	55%	39%
Zone 1B	29	7%	83%	10%
Zone 2	28	7%	71%	21%

Table 25. Preferred level of visitor services for Tettegouche zones.

	Sample Size	Provide fewer services and assistance	Leave as is	Provide more services, staff contact, and land use controls
Zone 1A	31	3%	52%	45%
Zone 1B	29	10%	79%	10%
Zone 2	28	21%	64%	14%

Table 26. Preferred type of management controls for Tettegouche zones.

	Sample Size	Adopt more "hands off" style	Leave as is	Exercise more visitor and land use controls
Zone 1A	29	7%	62%	31%
Zone 1B	29	24%	66%	10%
Zone 2	28	18%	61%	21%

Existing Management and Setting

Tettegouche study participants believe park planners and managers take a balanced approach to running the park (Table 27). In other words, large groups of participants did not mark the extreme categories when describing how they perceived existing park management or setting. For only three characteristics, a majority of stakeholders indicated the park was closer to one extreme. The majority of Tettegouche stakeholders believe park managers *respond to local needs* (58%) rather than not (12%). They also see the park as primarily *natural* (63%), but most participants believe managers provide opportunities for *many recreational uses* (63%).

Table 27. Perception of Tettegouche State Park's management and setting.

	Sample Size	Percent of existing setting/management					
Hands-off	26	0%	23%	54%	19%	4%	Hands-on
Responds to local needs	26	23%	35%	31%	8%	4%	Does not respond to local needs
Single recreation use	27	0%	3%	33%	33%	30%	Many recreational uses
Isolated	26	0%	15%	65%	20%	0%	Accessible
Natural	27	11%	52%	33%	4%	0%	Altered landscape
No facilities	27	0%	22%	56%	7%	7%	Many facilities
Very little social interaction	27	11%	22%	52%	7%	7%	Much social interaction
No sign of human use	27	0%	22%	41%	30%	7%	Much evidence of human use

Contact with Park Staff

Most Tettegouche stakeholders have had contact with park staff in the last year (74%) (Table 28). Of these people, 43% had contacted them 1 to 5 times. Almost one-fourth (24%) of the study participants contacted park staff more than 20 times (Table 29).

Table 28. Contact with Tettegouche State Park staff in the last year.

Sample Size	Yes	No
27	74%	26%

Table 29. Level of contact with Tettegouche State Park staff.

Sample Size	1 to 5 times	6 to 10 times	11 to 29 times	More than 20 times
21	43%	28%	5%	24%

Satisfaction with Park Management

In general, study participants are satisfied with the management of Tettegouche State Park (Table 30). A majority of stakeholders indicated that they were *totally satisfied* with their association with park staff and how the visitors are cared for. A majority of visitors also indicated they were either moderately or totally satisfied with how the land is cared for and DNR's management of the area (70% and 54%, respectively). However, more than one-fourth of the participants (28%) indicated they were dissatisfied with DNR's management of the area.

Promotion of Recreation Opportunities

Stakeholders do not have strong feelings about promoting recreation opportunities in Tettegouche State Park. Forty-four percent of participants think park staff is *somewhat active* in promoting recreation opportunities (Table 31). When asked how much they thought staff **should** be in promotion, over half (54%) think park staff should be *moderately active* (Table 32). However, only 18% of study participants thought the park should be *very active* in promoting recreation opportunities.

Table 30. Level of satisfaction with Tettegouche State Park management.

	Sample Size	Totally dissatisfied	Moderately dissatisfied	Somewhat dissatisfied	Neither or not applicable	Somewhat satisfied	Moderately satisfied	Totally satisfied
a. Your association with Itasca Park staff	27	0%	0%	11%	0%	4%	15%	70%
b. For Itasca State park, how do you feel about:								
- how the land is cared for	27	0%	4%	11%	0%	15%	37%	33%
- how the visitors are cared for	26	0%	4%	4%	8%	4%	27%	54%
- DNR's management of the area (permits, rules, facilities, etc.)	26	8%	8%	12%	8%	12%	31%	23%

Table 31. How active Tettegouche State Park staff is in promoting tourism.

Sample Size	Very active	Moderately active	Somewhat active	Not active
25	24%	28%	44%	4%

Table 32. How active Tettegouche State Park staff should be in promoting tourism.

Sample Size	Very active	Moderately active	Somewhat active	Not active
28	18%	54%	18%	11%

DISCUSSION

Results show Itasca and Tettegouche stakeholders believe these parks contribute to a wide range of community benefits, and that a diversity of community benefits are important. Also, stakeholders tend to be satisfied with current management of the parks' visitors and setting. However, this information does provide areas in which management of the parks can improve and become more responsive to stakeholders' opinions and attitudes. It is not the objective of this report to outline specific planning and management implications needed in Itasca and Tettegouche. It only provides a guide managers and planners can use to better develop their own relationships with surrounding communities.

Providing for Important Community Benefits

Although the data collection for Itasca and Tettegouche state parks were conducted separately, results show that Itasca and Tettegouche share six of the seven most important benefits. Most stakeholders believe Itasca and Tettegouche contribute moderately or more to their most important benefits. This finding suggests that stakeholders are pleased with the management of Itasca and Tettegouche in terms of providing communities with opportunities to attain important benefits. In particular, managers appear to be doing a good job of balancing nature conservation while also maintaining the parks as tourist attractions --- two benefits that stakeholders believe are important and are being contributed to their respective communities by Itasca and Tettegouche.

The question of how much an area should be developed for tourism and how much managers should protect its natural characteristics appears quite frequently in natural resource management. According to the people who took part in this study, Itasca and Tettegouche are avoiding this controversy. Community stakeholders said park managers are attracting an adequate number of tourists without risking the natural character of the parks. For example, the benefits *a chance to attract tourism dollars to the community* and *a place to preserve/conserve various natural and unique ecosystems* received high importance scores and contribution means for Itasca and Tettegouche.

Satisfaction with Park Management

Two parts of the questionnaire asked study participants about their preferences and satisfaction with management. The data from both sections indicate the majority of Itasca and Tettegouche stakeholders do not want much changed in any areas of the parks, and they are generally satisfied with overall park and MNDNR management.

When asked about their preferred levels of management, the majority of both Itasca and Tettegouche participants do not want to see management change in any zones of the parks for access, naturalness, facilities, social contacts, visitor services, and management controls. Occasionally, there were groups of people (about one-third in both parks) who desire more facilities, services, and social contacts, but this was rare. As discussed earlier, these results help to confirm that stakeholders are mostly satisfied with the current level of visitors and facility development. Not only does the park provide facilities, services, and opportunities to take part in many recreation activities, but stakeholders perceive the park as mostly natural and not over-developed.

Perception of Parks

A majority of study participants perceive Itasca and Tettegouche as mostly *natural*, as opposed to *altered*. Also, more than half of the study participants perceive a balance between *very little social interaction* and *much social interaction* as well as a balance between *no facilities* and *many facilities*. The benefits data highlights the importance Itasca and Tettegouche stakeholders place on the environment. It also shows they believe benefits are being contributed to by the parks. The fact that stakeholders perceive the parks as being mostly natural while still providing social contacts and facilities for people helps to explain why communities attain these nature-related benefits.

Promotion

Both Itasca and Tettegouche stakeholders believe the parks' staff can do more to promote recreation opportunities, which again indicates they do not see a current conflict between increased tourism and nature protection. However, Itasca participants are more likely to suggest a *very active* marketing approach while Tettegouche participants support

a more *moderately active* approach to promotion. Tettegouche stakeholders are slightly more tentative of increased promotion of their region, but they are still in favor of it.

Low Contribution of Important Benefits

Differences Between Parks

When comparing the contribution means of Itasca and Tettegouche to community benefits, one can see Itasca's stakeholders believe Itasca contributes more to their most important benefits than Tettegouche respondents. Itasca's contribution means for the seven most important benefits ranged from 3.3 to 3.8. Tettegouche stakeholders' contribution means ranged from 3.1 to 3.5. This result can partly be attributed to the parks' roles in the regions. As stated in the description of Tettegouche, it is one of eight parks that lie along Minnesota's north shore of Lake Superior; therefore, residents might believe other parks are helping to contribute to these benefits. Managers then might be perceived as sharing the responsibility of creating community benefit opportunities with neighboring parks.

In contrast, Itasca State Park is the largest and most prominent park in central Minnesota. As opposed to Tettegouche, Itasca is fairly isolated from other state parks; therefore, it carries much of the burden of supplying community benefit opportunities that only outdoor recreation areas such as parks can provide. Itasca managers must also put extra time and effort into developing good working relationships with those communities because of Itasca's unique role in the region. If the park fails to produce community benefit opportunities, local residents might not have other opportunities to attain them.

Benefits with Relatively Low Contribution Means

Although most study participants believe Itasca and Tettegouche state parks are providing a moderate to major contribution to the benefits they think are most important, managers can improve the opportunities for communities to attain some of these benefits. Important community benefits that received contribution means close to 3.0 give an indication as to where park management and planning can make these improvements.

Sense of Security. Itasca and Tettegouche stakeholders rated the benefit, *a sense of security that the natural environment will not be lost*, as one of their top seven most important benefits (seventh most important for Itasca and third most important for Tettegouche). However, study participants gave it the lowest contribution mean of the top seven most important benefits (3.3 for Itasca and 3.1 for Tettegouche). This finding indicates both groups of park respondents are slightly unsure that park managers will continue to preserve the natural environment. To better provide an opportunity for stakeholders to attain this benefit, park managers need to improve their relationship with the local communities.

Through intense public participation in park planning, managers can form a closer relationship with the parks' stakeholders (Behan, 1988). A good working relationship with local communities should help to provide a greater sense of security among stakeholders that the natural environment will not be lost (Parks and Recreation Federation of Ontario, 1992). Planners and managers might have to specifically target stakeholders' trust in the managers ability to continue to protect the environment. Both Itasca and Tettegouche park planners and managers already have intensive public participation programs implemented; therefore, they might have to directly address stakeholders' sense of security about maintaining a natural environment when working with the public.

Understanding the Natural Environment. For Itasca State Park, the community benefit, *a greater understanding of your natural environment*, received the lowest contribution mean of the seven most important benefits. As stated earlier, Itasca park managers provide interpretation programs about the natural environment for local communities, but there is room to improve this learning opportunity. For example, managers could reevaluate their current environmental education efforts. They could then ask community residents how effective they believe these efforts are and in what ways they believe managers can improve these environmental education programs.

Feeling that Your Community is a Special Place. The benefit, *a feeling that your community is a special place to live*, received the lowest contribution mean for Tettegouche respondents. The fact that it was rated as one of the most important benefits is concurrent with past research in communities throughout the United States that has shown recreation and leisure services contribute to a person's sense of living in a good community and provide satisfaction in one's community (Allen, 1991). The most likely way to increase the degree Tettegouche contributes to this benefit is through building the relationship the park has with the communities, and not with specific management actions inside the park. Park managers need to continue to work toward a shared vision and trust with stakeholders. Vision and trust require manages to be skilled leaders and diligent when communicating and negotiating with stakeholders (Alberta Recreation and Parks, 1996)

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APPENDIX A:

Focus/Nominal Group Output

Itasca State Park

Advisory Committee Focus Group Output

Focus group participants first listed benefits they felt were relevant in regards to the question "What benefits do you believe your communities receive because of Itasca Park's existence?." Responses are presented in Tables 1 and 2. Participants were then asked to group benefits that they felt were repetitive. The superscript '1' indicates which benefits participants felt were repetitive. As shown in Tables 2, two benefits were grouped into one more inclusive benefit group that participants agreed accounted for the repetitive benefits. This main benefit group is indicated below in bold face with the superscript '1' that corresponds to the individual benefits that were grouped together.

Participants were then asked to score the benefits they felt were the seven most important benefits that Itasca State Park contributes to the surrounding communities. These benefits are presented in Table 1. All the other benefits (including those benefits that were grouped) are provided in Table 2. The participants individually ranked the benefits they felt were the top seven most important by placing a seven next to the benefit they felt was the most important community benefit and a one next to the benefit they felt was the seventh most important. All participants' scores for each benefit were then summed and are presented in Tables 1 and 2. The benefit with the highest score indicated participants' most important community benefit, while the benefit with the seventh highest score indicated participants' seventh most important benefit. The benefit that was placed into the benefit group was not ranked, and, therefore, does not have a score.

Seven Most Important Community Benefits

Rank	Score	Most Important Community Benefits
1	19	Itasca gives identity to the area and, because of it, Itasca State Park is a vacation destination.
1	19	Itasca Park provides a different (more natural) setting for recreational activities.
3	16	Communities more sensitive to environmental issues.
3	16	Existence of park as place to exercise family values, etc. Results in less crime/violence in local areas.
5	13	Provides a place to preserve/conserve various natural and unique ecosystems.
6	12	Employment within the park.
7	9	Park provides sense of community pride.

Other Community Benefits

Score	Community Benefits
1	Campgrounds outside of the park.
5	Shopping in the area -- people spend money in the area.
5	Money/Tourism generates other social opportunities for locals (activities, events).
0	Acts as a resource for environmental education for local schools.
5	Educational opportunities for all who come to park (lectures, trail talks -- raises general awareness of environmental issues (water, water quality, old trees, etc.).
0	Provides a place for local people to take their families and friends.
0	Park and local people make learning fun.
0	20 - 50 million dollars in taxes and revenues to local communities.
7	Provides cultural experience - attracts people from all over the world.
2	Provides place to exchange ideas.
0	People move to area to retire.
0	Douglas Lodge provides meeting place to exchange ideas (cultural, educational).
4	Douglas Lodge also provides place to entertain guests.
5	Local area development increases because of numbers of visitors (more golf courses, more homes, etc. bookstores, etc.).
0	Development generated makes this place a nicer place to live.
0	People come to resorts to visit the park.
0	Provides place for University to teach and research.
5	Diverse recreational activities in the park provide/generate income throughout the communities (fish license, x-country ski license, park stickers, etc.).
6	Mississippi River in the park allows river to be protected, gives national identity to area.
0	Park has possibility of providing conservation/preservation techniques for use in other nearby natural areas.
0	Provides outreach to other areas.
0	Provides opportunities for research in the park (habitat, disease, etc. comparisons between burned-not burned areas).

Score	Community Benefits
0	University research station exists because the Park is here. The Park provides a 'control' for research projects.
1	Researchers have natural lab and more latitude to do experiments.
5	Education -- provides chance to study birds in area where three different ecological zones converge (provides unique opportunities to study wildlife, vegetation, etc.).
0	Cultural -- things that add to the quality of life. Chance to see fall colors. Place for artists to work.
0	Provides a place for local churches to hold services in the park -- adds to quality of life (spiritual and economic benefits).
0	Provides a place for special events (such as weddings (local and non-local), family get togethers).
0	Has cultural and historical significance for all of Minnesota.
6	Largest old growth 'red' pine forest in the state.
3	Itasca State Park, because of its size, allows for more sense of vastness.
	[1] Park provides freedom from jetskis.
4	[1] **Provides a place for 'R and R,' identify with nature, read, draw, spiritual, get away.**
0	Provides a place for visitors to get to know and learn from locals.
0	Bus tours from all over U.S. come to Park and the area.
3	International visitors add flavor to the area.
6	Park provides a setting for families to vacation because it caters to family values (chance to be with family members and do things with family members).
0	Provides sense of peace and quiet for those living in the area.
0	Preservation.

[1] Freedom benefits.

Itasca State Park
Advisory Committee Focus Group Output

The focus group participants listed the following management suggestions in regards to the question "What do you think Itasca State Park management can do to help your communities realize these benefits?" The order of responses is arbitrary and does not indicate importance or any other value judgment.

Management Recommendations

Stress more involvement with Citizens Association.

Information to the public.

Put out information on public radio and t.v. or other local shows.

Maintaining a sense of partnership with the local communities.

"Meet the Locals" Day to mix locals and tourists (get them to talk with and understand each other).

Write a regular community for newspaper (Did you know...).

Would like to see more education opportunities for school age children.

Develop cooperative program between local businesses and park.

Get information about development needs to local/private sector.

Get people involved with ideas.

Weekly news about all things related to the park (natural history, geology, etc. opportunities for business).

In maintenance and management decisions emphasize those unique to the park and give priority to them. (Make sure that those things unique to the park get a higher priority than things that can be found anywhere.)

Develop a science lecture series by well-known speakers.

Continue to involve citizens in long-term goals and objectives of park management.

Needs to be an economic sharing of inquiries that come into DNR and Office of Tourism with locals.

Establish economic partnership between DNR/Office of Tourism/local private sector.

Good help - main thing for bringing people to area.

Set up long-term goals with advisory committee (i.e., 5-year plan, 6-month review of plan. This should involve people in the park and the Advisory Committee).

Promote the AREA as well as the Park at "Sports Shows," etc.

Have good guides and public relations.

Provide a "Park Host" different than a campground host. Should be a local person.

Establish an area information center at the south gate entrance to Park. Could have a cadre of hosts who would join tour groups.

Add information at area information center such as maps etc.

Set up booth at State Fair and county fairs (7 Counties).

Itasca State Park
Park Staff Focus Group Output

Focus group participants first listed benefits they felt were relevant in regards to the question "What benefits do you believe your communities receive because of Itasca Park's existence?." Responses are presented in Tables 1 and 2. Participants were then asked to group benefits that they felt were repetitive. The superscripts 1, 2 and 3, indicate which benefits participants felt were repetitive. As shown in Tables 1 and 2, 6 benefits were grouped into three more inclusive benefit groups that participants agreed accounted for the repetitive benefits. These three main benefit groups are indicated below in bold face with superscripts that correspond to the individual benefits that were grouped together.

Participants were then asked to score the benefits they felt were the seven most important benefits that Itasca State Park contributes to the surrounding communities. These benefits are presented in Table 1. All the other benefits (including those benefits that were grouped) are provided in Table 2. The participants individually ranked the benefits they felt were the top seven most important by placing a seven next to the benefit they felt was the most important community benefit and a one next to the benefit they felt was the seventh most important. All participants' scores for each benefit were then summed and are presented in Tables 1 and 2. The benefit with the highest score indicated participants' most important community benefit, while the benefit with the seventh highest score indicated participants' seventh most important benefit. The benefits that were placed into the benefit groups were not ranked, and, therefore, do not have scores.

Seven Most Important Community Benefits

Rank	Score	Most Important Community Benefits
1	82	Money generated in the community.
2	37	**[1]Park brings people to the surrounding area. Creates chain reaction of money spent and jobs.**
2	37	**[2]Provides community with an identity.**
4	30	Provides learning experiences for schools.
5	24	Offers protection for natural resources
6	23	Needs of park help to keep state government in touch with communities in the area.
7	16	Park provide environment for people to work together. Park provides people (visitors) with a destination.

Other Community Benefits

Score	Community Benefits
9	Local contractors make money by doing jobs in park.
2	Locals bring guests to the Park (weddings, reunions, etc.).
0	Restored buildings (historical).
11	Park provides state with area for research on wildlife/ecosystems people, etc.
3	Park provides full service resort.
4	Park provides people with place to do nonconsumptive activities (birding, play, solitude, etc.)
	[2]Community have identity and their businesses with Itasca, especially Headwaters
0	Itasca provides a natural community with little human interference in its evolution.
5	Provides documented history for the area
0	Park has very diverse visitor groups
0	Park offers variety of opportunities to visitors
4	Park purchases goods/services from the communities
4	Park employees major economic contributors to communities
14	In lieu of taxes - county gets money because of Park's existence
0	Park has collection of historic buildings that provide community pride and place to show people how it use to be
0	Park provides superior genetic stock for people who want to purchase them
0	Local people feel Itasca important because of buildings, trees, headwaters, etc.
5	Park offers excellent service to visitors - so people return
2	Ben - (a great staff guy)
0	Excursion boat brings national attention to Park
0	Park is a base/starting point for activities around Mississippi River
0	Important base for cultural events with American Indians (on-going)
15	Provides opportunities for special events (bike races, tours, class reunions, school kids, elder hostel)
1	Park employees benefit the community because they participate on school boards, etc. in local areas

Score	Community Benefits
	[1]Draws groups nationally (Sierra Club, etc.)
14	Interpretive programming provides visitors with positive feelings about the communities
7	Offers lots of different activities for local families to get together
15	Provides clean air, water and decreases noise pollution free environment
13	Brings new businesses to the area (services ind. health serv.)
1	**[3]People/retirees want to move to the area**
	[3]Retirees move to area because of park
3	People get a good feeling from being in the Park
6	Provides people with opportunities to see wildlife and vegetation
5	Attracts people/group internationally
10	Informed learning experience thru interpretative signage/services
0	Small groups such as MCC (S to S)
7	Gives employment to locals
0	Adds to ambience/mystique of Northern Minnesota
4	Development of service industries outside of park to meet visitors and local needs
0	Remote buildings (cabins, group cabins) offer diverse ways to camp

[1] Tourism attraction benefits
[2] Community identity benefits
[3] Resident attraction benefits

Itasca State Park
Park Staff Focus Group Output

The focus group participants listed the following management suggestions in regards to the question "What can Itasca State Park employees do to help communities realize the benefits you listed?" The order of responses is arbitrary and does not indicate importance or any other value judgment.

Management Recommendations

State park employees become totally involved in community organization

Provide services to community (lectures, slide shows, do regular newspapers, and radio spots)

Keep people more informed of 'things' the park is doing to improve, maintain the park and why doing them

Employees should/continue to spend their money locally

Invite friends, neighbors, visitors to your home to the park

Spend locally

Whatever your job at the park, do it well because the community notices

Need park naturalist to spend more time out of the park talking to groups

Park employees should spend more time with groups like Chamber of Commerce, city leaders, etc.

Park needs better way to clue in the public/businesses locally about the park, what it offers and when it's open

Better inform community of the job state park employees do. There's work beyond the visitors

Park employees need to be better informed about the community services and goods community have to offer.

Track how much money the park spends annually in the local community and let community know

Better information needed at staff meetings

Organize volunteers, give credit where credit is due. The volunteers are the community

Management Recommendations
Develop park advocacy group
Get politicians (local and state) on your side so they'll promote park
Park managers should work to keep employees happy
Park employees should be involved in community organizations not just because they are park employees but also because they're common people
Participate in more local activities (festivals, fairs, parades, schools, environmental ed., events, etc.)
Park needs to be involved with other parts of state government (state forests, etc.) Networking
Remind park employees, occasionally of where they work and its significance. It's a special place to work (attitude adjustment)
Park employees should continue to act, be or learn to be professional. Pride in being a park employee. To achieve this, managers need to treat employees like professionals

Tettegouche State Park
Advisory Committee Focus Group Output

Focus group participants first listed benefits they felt were relevant in regards to the question "What benefits do you believe your communities receive because of Tettegouche Park's existence?." Responses are presented in Tables 1 and 2. Participants were then asked to group benefits that they felt were repetitive. The superscripts 1, 2 and 3, indicate which benefits participants felt were repetitive. As shown in Tables 1 and 2, 11 benefits were grouped into three more inclusive benefit groups that participants agreed accounted for the repetitive benefits. These three main benefit groups are indicated below in bold face with superscripts that correspond to the individual benefits that were grouped together.

Participants were then asked to score the benefits they felt were the seven most important benefits that Tettegouche State Park contributes to the surrounding communities. These benefits are presented in Table 1. All the other benefits (including those benefits that were grouped) are provided in Table 2. The participants individually ranked the benefits they felt were the top seven most important by placing a seven next to the benefit they felt was the most important community benefit and a one next to the benefit they felt was the seventh most important. All participants' scores for each benefit were then summed and are presented in Tables 1 and 2. The benefit with the highest score indicated participants' most important community benefit, while the benefit with the seventh highest score indicated participants' seventh most important benefit. Benefits that were placed into the three benefit groups were not ranked, and, therefore, do not have scores.

Seven Most Important Community Benefits

Rank	Score	Most Important Community Benefits
1	**43**	**[1]Provides recreation opportunities. (All [1] Benefits)** unique - rock climbing, sea and white water kayaking local recreation statewide opportunities for activities such as camping, fishing, hiking, x-country skiing, snowmobiling, atv, etc.
2	21	Monetary value brought into area from tourism.
3	15	Forest remnant for preservation.
4	14	Provides atmosphere for environmental exposure and education.
5	13	Quiet place, place for solitude for hiking, x-country ski, etc.
6	**12**	**[3]Provides a 'sense of security' that recreation opportunities like trails are not 'lost.' (All [3] Benefits)**
7	10	Keeps part of shore pristine by protecting scenic vista from gas pumps, structures, signs.

Other Community Benefits Mentioned

Score	Community Benefits
7	Pleasure to be in area for recreation activities.
1	Don't have to travel far for this kind of country - mountains, rivers, hills ("own private park").
9	Unique flora and fauna in this area that exists -- Tett. makes sure it's there.
	[1]Provides a 'stereotype' recreation area.
	[2]Provides community pride ('we' live in better place than 'they' do).
	[3]Fairly undeveloped refuge area.
8	Provides wages/employment for park employees (education, unique businesses) who live in area.
	[1]Provides area for local youth to recreate in (more natural area). A place for youth to do good things.
8	Prevents private development.
0	Provides a destination.
	[3]Protects the land so still able to use it in various ways.
2	Provides a friendly camping setting in contrast to an area not managed for the visitor (as well as lodging).
	[1]Provides recreation opportunities unique in the U.S. (such as rock climbing, sea kayaking, white water, etc.).
	[1]Provides opportunities for unique, specialized businesses (nature centers, college programs, etc.).
0	Local commodities/services provided to park visitors and tourists.
0	Provides an information center, wayside rest for N. Shore area.
0	Place for vegetation to regenerate naturally.
4	Attracts many different types of people creating network of exposure for investors.
0	Strategically located so people can enjoy park without fear of no medical/police if needed.
0	Provides alternative type of camping and lodging from what else is available on North Shore.
	[1]Directly provides employment for agencies that provide environ. ed.
3	Most activities associated with the park are healthy.
0	Nice place to take 'city' cousins when they visit.

Score	Community Benefits
0	Indirectly city receives some money in lieu of taxes (very minuscule).
0	A lot of benefits may not be unique to Tett. today, but may become so because of development in other places.
5	Provides a place for trails already planned to be put in place (e.g., snowmobile trails exist in Tett. But not in most state parks, ATV).
9	Tett. already has a legacy, history that ought to be preserved as something from which we can learn.
0	Benefits the sailing community (North Shore scenic along Tettegouche).
4	Park staff cooperates with local educational system by providing learning and teaching opportunities for local schools, etc. (tree planting, history, geology).
1	Provides a place for diverse groups to get together for common cause (snowmobilers, x-country skiers, hikers, etc.).
0	**[2]Source of community pride. (All [2] Benefits)**
0	Provides opportunity for businesses to operate without buying personal/private property. They can use public property.
4	Provides setting for people with disabilities (esp. hearing impaired) to participate in work and have 'wilderness' type experience.
4	Provides area for scientific research (bats, falcons, recreation etc.).
0	Provides local input!? for management and development of the park.
2	Targets select groups of people (rock climbing, birders, viewers of scenic areas, etc.).
3	Could provide excellent rainbow trout fishing. It used to be good fishing. The loss has resulted in economic disaster for some.
0	Tett. may present confusing attitude to its future development plans now that it's added lodging (cabins). Will it add other new development? What kind? Lodging in parks used for study groups. Not compete with commercial.
1	Powerful draw for summer homes and full-time residences.
0	Increases property values and tax base
0	Provides minimal direct local employment or job opportunities.
0	Provides diversity of thinking not always apropos to locals thinking.

[1] Lumped recreation opportunity benefits.
[2] Lumped community pride benefits.
[3] Lumped preservation benefits.

Tettegouche State Park
Advisory Committee Focus Group Output

The focus group participants listed the following management suggestions in regards to the question "What do you think Tettegouche State Park management can do to help your communities realize these benefits?" The order of responses is arbitrary and does not indicate importance or any other value judgment.

Management Recommendations

Seminars, open houses be involved with local organizations, have an activity.

Get Tett. slide presentation out to the public (via multiple means, including t.v.).

Provide activities and opportunities that will enhance the local interests.

Monitor possible user conflicts.

No stocking of exotics in lakes or streams.

Don't give in to special interest groups. Everyone is equal.

Park managers continue to work with local people and clubs.

Budget money to provide maps for Tett. and other areas.

Manage Tett. for its unique attributes.

No excessive fees for park usage.

Provide a proper pay in lieu of taxes for Lake Superior shoreline, river frontage and lake frontage.

Avoid planning based on the generation of revenue

Provide education/information program for people using the park.

Enforce rules/regulations litter and other park depreciative behaviors.

Recognize qualities/benefits that are most important and preserve them or their own merits.

Stay with original management plan. Do not make it possible for paying cabin renters to have a tremendous advantage to the fishing resource (don't provide canoes to cabin renters.)

Remain diverse but do not develop beyond the means of maintenance.

Managers should monitor health of resource.

DNR keeping vision of land protection.

Be cognizant of local do's and don'ts and incorporate local assistance and inputs.

Maintain facilities used by visitors.

No development structures in park interior.

Management Recommendations

Work with Tett. Advisory Council on ALL park issues (follow the state law).

Utilize possibilities of Baptism River; better 'replant' the right fish in the river.

If Tett. is preserved, get various interest groups to look at Tett. and 'get out' the reasons why Tett. is unique and demonstrate thru their use how to preserve it. (responsible and sustainable use)

Have public participation with people of diverse backgrounds (currently doing this).

Be honest and above board with local constituencies.

Keep Palisade Head free to all visitors. No state park stickers.

Tettegouche State Park
Park Staff Focus Group Output

Focus group participants first listed benefits they felt were relevant in regards to the question "What benefits do you believe your communities receive because of Tettegouche Park's existence?." Responses are presented in Tables 1 and 2. Participants were then asked to group benefits that they felt were repetitive. The superscripts 1, 2 and 3, indicate which benefits participants felt were repetitive. As shown in Tables 1 and 2, 6 benefits were grouped into three more inclusive benefit groups that participants agreed accounted for the repetitive benefits. These three main benefit groups are indicated below in bold face with superscripts that correspond to the individual benefits that were grouped together.

Participants were then asked to score the benefits they felt were the seven most important benefits that Tettegouche State Park contributes to the surrounding communities. These benefits are presented in Table 1. All the other benefits (including those benefits that were grouped) are provided in Table 2. The participants individually ranked the benefits they felt were the top seven most important by placing a seven next to the benefit they felt was the most important community benefit and a one next to the benefit they felt was the seventh most important. All participants' scores for each benefit were then summed and are presented in Tables 1 and 2. The benefit with the highest score indicated participants' most important community benefit, while the benefit with the seventh highest score indicated participants' seventh most important benefit. Benefits that were placed into the three benefit groups were not ranked, and, therefore, do not have scores.

Seven Most Important Community Benefits

Rank	Score	Most Important Community Benefits
1	45	Added tourist income for local business.
2	35	**[1]Protects unique natural resource area.**
3	25	Provide public access to places people couldn't own.
3	25	**[2]Offers educational opportunities.**
5	19	**[3]Brings employment to the area.**
6	12	Park programs provided for many different groups.
7	11	Access to DNR (communication).

Other Community Benefits

Score	Community Benefits
7	Local people families (families) have some place to take visitors.
0	People move to area because of park.
	[3]Provides employment.
0	Provides place to camp.
8	Provides place for local families to go.
2	Better protection and care of trail systems whether in or out of park.
0	Visitors bring lots of new ideas to area.
0	Local people use rest areas, picnic areas for variety of events (church, weddings, etc.).
0	Park ski trials join local ski trails to make longer trails (extend trails) inside/outside park (makes longer trails possible).
4	Parks provide place for locals to walk (health/wellness maintenance).
5	Parks provide, encourage healthier lifestyle for communities.
0	Provides opportunities for rustic camping.
0	Park attracts special events (movie, etc.).
	[2]Place to educate children.
	[1]Protects the scenic shoreline.

[1] Environmental protection benefits
[2] Education benefits
[3] Employment benefits

Tettegouche State Park
Park Staff Focus Group Output
Management Recommendations

The focus group participants listed the following management suggestions in regards to the question "What can Tettegouche State Park staff do to help communities realize these benefits?" The order of responses is arbitrary and does not indicate importance or any other value judgment.

Management Recommendations

Get involved with community groups (Chamber of Commerce, Lake City, Rec. Brd., etc.).

Talk to friends.

Be knowledgeable, consistent, honest in answers about the park.

Keep trails, signs, etc. maintained.

Bring people into park to show them the resource.

Work with local schools to get, them more involved with park - "hook 'em when they're young" - they become spokespeople for park.

Advertise/publicize open houses in the paper.

Publicize park rules so community knows rules and regulations before they do something.

Hire a naturalist and develop naturalist programs.

Encourage volunteer programs (bring about more park supporters).

Let them know when campground is full and tell community, so they can provide overnight places/other services.

Develop brochure with Tettegouche facilities and surrounding services and facilities.

Know who knows what or where to get the answer if you don't know it.

Publish park economic benefits and distribute to community

APPENDIX B:

Open-Ended Responses to Itasca State Park Questionnaire

Question 1: In the space below, we would like <u>you</u> to tell us what you feel are some of the specific benefits Itasca State Park provides to your community and the people who live here.

Community Residents (Not members of advisory committee)

- It does by getting a little traffic in town that stops.

- We live on Long Lost Lake which is just east of Itasca Park- Bagley is 28 miles north so we are not really part of that community. Our area is so similar to Itasca that have everything here and do not utilize the Park that much. We have only been there twice in the 2 and a half years we have lived here- both times it was cross-country skiing.

- 1. Most area residents are very proud to say Itasca Park is only minutes away.
  2. Magnificent place to take guests.
  3. Jobs for local residents.
  4. Outdoor- recreational activities.
  5. Informational classes- interpretive center on woods- wetlands-
  6. Local businesses benefit from the number of people attracted to park.

- Our community (Walker- Hackensack- Akeley) area has as it's economic base <u>Tourism</u>. Many of our guests visit Itasca State Park. The short drive from the Walker area is enjoyed but the beauty of Itasca is the highlight of that drive. Because of our proximity to the Park many of our guests make the trip in an afternoon.

- 1. It is a very important drawing card for our tourism industry. In addition, the programs offered are of high quality for local participation.
  2. It helps to increase the awareness of our environment and the special resource the park is.

- A specific destination to travel to and to visit.

- Provides undisturbed area of beauty.

- Excellent site for recreation (fishing, skiing, biking, etc.). Used as a study site for forest practices and demonstrations.

- Natural beauty of land, water, trees, plants, and wildlife!
  Recreational activities
  Educational programs
  Jobs
  Relaxation
  A special place to take visiting family and friends
  Research

- 1. It provides our resort with a forest history model for our guests.

2. Provides recreational alternatives summer and winter.
3. Outstanding bike trail system.
4. Hiking and nature viewing area.
5. Great picnic area.
6. Good fishing area.

- There is the obvious but interest benefit of having this asset almost in our backyard. The trail system, naturalist programs throughout the year create a wonderful opportunity for locals- visitors. The Park has a huge impact on our economy, not just the direct employment but the extras. People who work in the park need local services. Visitors need places to stay, eat and shop. It makes us easy to locate geographically. The world doesn't know where Park Rapids or sometimes even Minnesota are, but they all remember the Headwaters of the Mississippi from the 7th grade geography.

- Our area is dependent financially on tourism. Itasca Park is a magnet for tourists. The research and educational programs sponsored by the Park and by the U of MN are invaluable. Personally, me and my family and friends enjoy biking in the park in summer and really like cross- country skiing the trails in winter. Our church has a special outdoor service in the park each September.

- A unique asset. A valuable resource. A place of beauty and peace and solitude, yet opportunities for fun and exercise. The educational opportunities, structured and informal, are numerous and very valuable. I'm sure the Park has a very positive impact on the economic health of the area, but I personally see that aspect as secondary—an added benefit, but not essential—the Park is valuable as is. Also, we enjoy visiting and showing off the Park to friends, relatives, from other areas of the state, counting—they're impressed, too.

- Bemidji, as the first town on the Mississippi, has a special relationship with Itasca. For people with interests in natural history, this relationship becomes very important. I would expect some bus tours and individual tourists come to Bemidji because of Itasca.

- 1. Economic benefit to local people for employment.
  2. Attracting tourists to our area for other economic benefits.
  3. Park, lakes, etc. for local people to enjoy.

- Recreational opportunities - unique.
  Economic - drawing outside visitors to area.

- A tradition!! People that have visited Itasca in the past really feel that their children should have the same experience.

- Economic benefits as attraction bringing people here.
  Adds to scenic beauty of area.

Provides work for locals.
(Remember we're 40+ miles away so there is some distancing operating.)

- They hire a lot of people right around here who need the employment very bad. This is very good for the community.

- Itasca State Park is one of the finest natural attractions in the nation. As a result the park is a drawing card for those visiting the Park Rapids area. No doubt there are visitors to the park that stop in Park Rapids spending money. We are all affected by those dollars. The park provides recreation for residents here also.

- 1. Main benefit- economic by drawing more people to the area.
  2. Pride in our communities location. In Minnesota and out of state people often do not know where Park Rapids is- but we say "It's near Itasca Park and the start of the Mississippi River" and very commonly they know where that is.
  3. Preservation of a "natural" area.

- Nice to be able to tell visiting friends and relatives we're only 20 miles from Itasca. It's good for all businesses, economically. It brings in a tremendous amount of tourism money, and also jobs for the surrounding area.

- 1. Clearing-House for "natural" resource research/ studies.
  2. Historic link.
  3. Some employment.
  4. An island of natural history and pioneer history.

- 1. A unique focal point that cannot be duplicated in any other area.
  2. A special place we can be proud of to show our visiting friends. It has geographical, historical, and natural significance.

- It brings in tourists that help the local economy.

- 1. An example of what Minnesota used to look like before settlement and logging.
  2. Place for people in our communities to experience the above and recreate.
  3. Financial impacts in Park Rapids/Bemidji are a plus.
  4. Provides a site to learn about history and nature.

- Great tourist attraction. It is used a lot in the winter by local people for snowmobiling, cross- country skiing and ice- fishing.

- 1. Recreation- biking, hiking, fishing, and cross- country skiing.
  2. Historical interest.
  3. Biological interest.

- As the largest State Park in the state it is a tremendous tourist draw. The employees of the park are an asset to our community. The visitors also provide significant

economic impact with their purchase in the area. It's also great to have such a beautiful natural resource so close by for local residents to use.

- I believe the Greatest Benefit to our area is the tourists that go to the park. Without the park we would not have as many summer visitors.

- Itasca is a jewel that some very courageous people in our past history had the vision to establish. I appreciate all aspects of the park. I have not been overly appreciative of road paving of the wilderness drive but all in all, I think the task performed based on my knowledge of the park has been good. My wish would have been to enlarge the park over the years.

- Brings people into the area. Helps the economy. State Park also helps educate the people from all over the U.S. in the history of northern Minnesota.

- As we are a tourist driven environment it is one more attraction to get people to our area and give them an additional family outing once they get here. It is valuable for hiking and biking in the spring, summer, and fall, and is also valuable for cross-country skiing and snowmobiling. It provides income for our area plus a recreational environment for tourists and locals.

- The park attracts people to our community as it is a beautiful natural setting and something everyone in Minnesota feels they own. The well maintained and clean areas invite people to enjoy the wonders of northern Minnesota.

- The park draws people through and to our community, therefore helping local businesses.

- A limited amount of business opportunity and jobs for local folks.

- 1. Place for people to work and have good jobs.
  2. Place where people can gather and enjoy the wonderful natural setting.
  3. Great place to just relax, think and be with loved ones.
  4. Great place to identify as my home land.

- I.S.P. provides jobs, education and recreation to our area. Many of our district residents work at the park. Our school has at least three field trips/ year to the park, plus park people come to the school and volunteer their time to provide educational activities in various classrooms. Last, but certainly not least, we (our staff #'s 60 and students 420) use the park for biking, hiking and nature study.

- Attracting tourist dollars to an area of the state that is very economically depressed.

- 1. Provides recreational use.
  2. Provides hunting, fishing, sightseeing and hiking.
  3. Provides jobs for local people.

- 1. Puts Park Rapids on the map. It is one thing in the area people have heard about. Name recognition.
  2. People who visit the park are very positive with the experience. This gives them a good feeling about their visit to the area.
  3. The trees and log buildings are something no one else in the area can offer.

- 1. Itasca State Park is a tremendous natural resource to the state of Minnesota and to the people of the Bemidji Community. It attracts tourists from all over the country, which provides a much-needed economic boost to this area of the state.
  2. As the center piece around which the Headwaters of the Mississippi is located, the Park provides tourists and area residents alike with a wonderful educational experience in enjoying nature; experiencing lakes and waters in a pristine setting so as to learn what is necessary to protect this most valuable resource.

- 1. Aids our tourism by providing an additional attraction for area visitors.
  2. Educational resource for students.
  3. Recreation.

- The park provides recreational opportunities, such as hiking on the bike trail and Wilderness Drive and x-c skiing on the various trails, as well as some snowmobiling. Area residents often take visitors and guests they are hosting to the Park, always the Headwaters and usually the pine groves and Forest Inn.
  Areas residents rarely camp at Itasca due to crowded conditions, don't eat at the restaurant because it's too expensive and aren't known for participating in programs. The Headwaters 100 bike ride brings a thousand persons to the park each fall; most are from outside the area but make an economic impact.

- Presence of state-supported environmental education program presenters --- knowledgeable experts.

- It is nice living close to the source of the Mississippi. It is a beautiful spot.

- It provides jobs, promotes tourism, and provides recreation.

- It is a lovely oasis in which people can relax and enjoy the scenery.

- The number one benefit (direct) is economic. Itasca Park brings a lot of people into the area. The park is without a doubt our leading tourist attraction. The benefit (indirect) to residents of this area, and the Park Rapids Community, is a wilderness experience without equal on their doorstep. That experience makes one much more aware of the environment and things that impact it.

- A feeling of pride, a sense of the history of the area. An opportunity for recreation, sight seeing, canoe, ski. A lot of local people have the opportunity for betterment of their economic situation.

- The park brings in many people to our area. Being a tourism driven community, this means many of local merchants will do well. There are many things to do around here, and the park is a major attraction for us. It also provides a great place to go. For the local people.

- 1. Major tourist destination- allowing visitors to also visit area cities and aid economy.
  2. Protected park within any reach of area residents wanting recreation facilities- more wilderness provided than smaller Lake Bemidji State Park.
  3. Great study area for forest types/ diversity and wildlife.
  4. Preserves area history- settlement heritage, etc.

- Itasca Park benefits by its scenic beauty, wildlife, plant and tree life and historical value. Also it brings tourists into the area benefiting the surrounding area economically also acting as a focal point of where we are located in the state geographically wise.

- It is just a nice place to go and relax and view the scenery. Also unique is the headwater's area. A regular with this family is to take relatives and friends who are visiting. They really enjoy it.

- My "community" is basically Moorhead, MN. I'll answer in terms of the following "community" group. I am also a part of the Minerva Township community, summers (and Bagley, loosely) as I have a cabin on Long Lost Lake (6 miles west of Itasca park) and am water quality vice president for the Lake Association. Primarily additional recreational convenience- for biking, hiking, some fishing and scenic driving and for ecological/ environmental education. It's nearby, beautiful and not logged as our immediate lake area is. I know a fair number of families in our Lake Association who use it periodically in these ways. Also, people from Bagley and Park Rapids. I also know that the 'tourist' influx does benefit local businesses.

- Itasca State Park is a park of National significance. Being such, it is a major attraction for the region, drawing people from all over the world, not only U.S. citizens. Since the park can only accommodate limited numbers of overnight guests, and has limited food service capability, area resorts, motels, restaurants, and gift shops provide needed services. Tourism is the number one industry in the area. Itasca State Park contributes immensely as a draw to the area. It would be interesting to know the extent of its economic impact on the area.

Advisory Committee

- In this resort town community, Itasca serves as a showplace for visitors. Since we are only 45 minutes away, and are surrounded by forests, lakes and pastures, people here view Itasca somewhat of a rural norm and have become immune to it's uniqueness- as related to cosmopolitan areas.

- I feel the biggest benefit is the sense of life you feel while you visit. You realize the strong effect the environment has on life—it makes you want to quit work to become a ranger.

- It provides a place for picnics and other outdoor recreation such as biking, fishing, hiking, snowmobiling and cross-country skiing. It also generates tourist traffic which is a boom to the area and helps support local economy.

- A place for family picnics and get togethers.
  Trails for cross-country skiing and snowmobiling.
  A place to visit where people can get into a woods area and walk in a backwoods area.
  A place to attract tourists, who visit the area, and the tourists help support the areas economy.
  Itasca provides good jobs to some people from the surrounding area.
  Tourists who are staying at area resorts make Itasca a visit for at least one day- gives them an important place to visit during their stay in the area.
  Sometimes Itasca is the main destination- then the nearby communities benefit as the visitors have to eat and sleep and shop in one of the nearby communities.

- 1. Regional identity and focal point.
  2. Seasonal and year round employment.
  3. Visitor destination to attract spending of visitor currencies for local economy.
  4. A place to view, study and enjoy the original ecosystems of the region.
  5. Inspiration for artistic and spiritual growth.
  6. A location for relaxation and escape.
  7. A haven for non-motorized recreation.

- 1. An opportunity to see what's going on in forests and lakes.
  2. A beautiful place to relax and rejuvenate.

- As a resort owner (Evergreen Lodge on Big Sand Lake) nearly everyone who has stayed has been to the Park. The source of the Mississippi River is the biggest attraction. It is one more thing to do when on a vacation in the Park Rapids area. And "things to do" are very important.

- 1. Economic opportunity
  2. Employment
  3. Tourism trade
  4. Recreation opportunities

- Special scenic and recreation area plus historical values that people return to this area to enjoy. I believe more local people think getting involved realize the benefits and enjoy and use the facilities more.

- A beautiful place to recreate and commune with nature! Also, provides excellent source of "learning opportunities" (especially in the summer months) through programs, classes, etc.

- Employment.
  Brings people into the area.
  A place of entertainment for your guest.
  Helps all local businesses.
  As KRPM Radio advertises on the road to Itasca.

- 1. It is an historic place. (This should be better known)
  2. A place for people to see old and new forests.
  3. A place for study- such as students, naturalists, and writers.
  4. A refuge for both plants and wildlife.
  5. A place of quiet recreation. (Needs to be more accessible in places for elderly, families with small children, and the disabled)

- People visiting "The Park", in most instances, come to Park Rapids- They spend money- lots of it. Those that fall in love with the "Park" may move here- I am one of them- I continue to spend money in the Park Rapids area and this has been going on since 1968- my first visit to the "Park."

- Itasca State Park provides job opportunities for the community (over 100 positions). At times the only work for women in the area. Itasca State park provides tourism dollars for the shops and stores in the area, by bringing in people. Jobs and dollars provided to the community top of the list.

- This is the finest way to enjoy ones self. Itasca State Park is not any attraction for private resorts this is what the "Advisory Committee" wants of the park.

- 1. Beautiful, natural area for people to enjoy.
  2. Provides environmental education.
  3. Preserves nature for the future.
  4. Protects the source of the Mississippi.
  5. Good for local economy.
  6. Provides a research area.

- As a tourist destination, Itasca draws people to stay in our area. As a spin- off some people retire to the area to be near the park. As an outdoor classroom Itasca benefits our schoolage children. The park also gives us a place for family activities. Itasca is of economic benefit. In addition to the tourism dollars, the park employees' payroll is important and the goods and services the park purchases are also.

- 1. Employment
  2. Cooperation in community projects (Not always so).
  3. Nice area to live.

- a. Beauty
  b. A great geographical significance
  c. Economic value- tourist spending and many jobs
  d. w/o Itasca State Park the area would be a fishing area and a place to hunt deer.
  e. several students either attend the U of MN Biological and Forestry Station in the park and others avoid themselves of their presence
  f. An opportunity to visit with many very interested people who spend time in the Park area.
  g. After the crisis of yesterday (big windstorm 7/13/95) - I believe it will be a factor in uniting the community. They will never more fully realize what a great resource Itasca is.

- Economic benefits, recreation benefits, preservation of important plants and animals, and maintenance of precious ecosystems.

- 1) employment
  2) unique natural attraction of the Headwaters.
  3) vast history of the Mississippi, the State Parks system and development, the CCC and logging, etc.

- 1. A most beautiful park for tourists to visit as well as people who live in Minnesota. The park is most convenient to local people.
  2. Minnesota history.
  3. Beautiful scenery.
  4. A place to take guests.
  5. A place to exercise or to admire God's great work.

- 1) Largest employer in our (Lake Alice) Township.
  2) Sense of pride that you reside in a place where people want to visit.
  3) Definitely spin offs on tourist businesses- anywhere from gift shops to gas stations
  4) Luxury of being able to see an old growth forest and enjoy the beauty and quiet of such a special place- especially in the winter months.
  5) Knowledge that the DNR shares about our area- watersheds , beaver control when something arises.
  6) Having a well maintained Highway #71- I believe if the Park wasn't there- it wouldn't be such a "good" road.

- Traffic to the park is beneficial to Park Rapids because it is a place to stop for provisions before entering the park.

- 1. Wilderness- the fact that Itasca has wilderness, wild places open to the public.
  2. Tradition- The fact that I have returned year after year to Itasca, it is a touchstone in my life.
  3. History- (a) the fact that Minnesota State Parks is the 2nd oldest state park system in the world. (b) that it was the first park in the world to have a woman as

superintendent (Mary H. Gibbs 1903). (c) that it is the site of the beginning of one of the greatest and most famous rivers in the world.

- Tourism it brings a lot of people into the area that spends a lot of money in all the local businesses then trickle down from the money that is spent is 5 times or more and that helps all the communities.

- Enriches a tourism economy by extending the range of options visitors may draw on. It serves as a beautiful example of environmental husbandry and a reminder of the deterioration of many sections of the State (Country) have experienced as a result of commercial exploitation of our natural resources.
  It's also a great place to walk our dog.

- 1. Bike trails
  2. Cross- country ski trails
  3. Hiking trails
  4. Nature programs by park rangers
  5. Beautiful drives (wilderness)
  6. Spectacular trees and natural environment
  7. Cabins and camping facilities
  8. Picnic grounds and Brower Inn
  9. Douglas Lodge Restaurant
  10. Gift shop
  11. Lake access- canoeing/ fishing/ swimming
  12. Headwaters accommodations and visitor center

- Itasca State Park is a big asset to our care. It not only offers the source of the Mississippi, but the beauty of it's forests are breathtaking- in all four seasons. It is a place to go for enjoyment and renewal. The trails and the facilities are well maintained, and the naturalists are some of the best. As a source for speakers for our conservation club, bird club, etc., we have found the staff to be most accommodating. Itasca certainly brings in many state and out of state people to our area.

- Place for recreation, solitude and family gatherings. Old growth forest and cultural history make great educational resource. Historic buildings, CCC construction and unique architecture are great attractions. Most important to us is the primeval quality of the forest and the solitude.

- 1. It's a place to go that is basically quiet and peaceful.
  2. It is in a way, a sanctuary. Not only in a spiritual sense but also from the routine and cares of everyday life.

- 1. A natural beauty that is not found in other places in the state.
  2. An opportunity to see original virgin forest.
  3. Because of this unique attraction, headwaters of the Mississippi, many tourists visit the area, which helps the economic growth of the area.

4. It provides an experience in history because of its unique past.
5. It provides employment for a number of individuals in the area, both directly and indirectly.
6. An opportunity for recreation for area residents- biking, skiing, camping, etc.

- Most of the people I know live north and west of the park. They rarely visit Itasca, never think of it, and view it as a place only for tourists. It has a local reputation of being poorly run, lazy help and general dislike of the DNR. People do like the park, but don't visit because of the ways it has deteriorated over the years.

- Employment, recreation, (winter and summer for fishing, skiing, snowmobiling, etc.) Prosperity to the community.
  A little pride of where you live.

- It gives us prairie dwellers a place to go to enjoy Minnesota's North Woods for a minimal cost. Whenever I meet someone new to our area, I recommend Itasca as an antidote to boredom.

- Education- entertainment- recreation- beauty.
- Increased revenue in area results in: more sales tax, more staff (income tax), and more property tax.

Other Possible Benefits

Community Residents (Not members of the Advisory Committee)

- 1. Tourism draw
  2. Economic resource
  3. Chance to experience outdoors

- -Tourism dollars/ stable/ diverse economy
  -Jobs outside park
  -Special place to live
  -Recreational activities as a destination for local use

- Protection of virgin forest
  Spinoff of job opportunities associated with tourism
  Use the park for educational opportunities
  Use of the park for recreation
  Associating public relations with Itasca State Park

- 1) Stable economy

- 6) Job opportunities

- 1.A historical -Natural- setting for research and education.

- -A nature setting
  -Opportunities for exercise
  -Opportunities to interact with tourists

- Preservation of natural treasures.

Advisory Committee

- 1) Itasca's significance needs to be more broadly recognized in the following areas.
  2) It's state of pristine presence- take time to smell the pines!
  3) Historically- it's roots extend well beyond it's borders (parks).
  4) Geographically- magnificent composite.
  5) Geologically- dates to Precambrian times (oldest rocks on earth beneath glacial till!)
  6) Architectural integrity of buildings.
  7) Biological research results could be spread around more freely!

- Job opportunities in Park.
  More stable economy.
  Bring new people to area.

Community pride in park

- The economy could be enhanced greatly if the park was managed properly; regarding old timber.

- 3) It provides an experience in history because of its unique past.

Question 5: In what ways do you feel Itasca State Park staff are helping people achieve these benefits? (Please be specific.)

Community Residents (Not members of the Advisory Committee)

- In conducting, classes, hikes, seminars-

- Programs offered in the park and pride of park staff in the park contribute to the appreciation of its natural beauty.

- Can't be specific because I have not had any interaction during the last 6- 7 years.

- Recently, there has been a slight increase in the parks involvement with the community. The park is very much an economic draw but the shortening of the season hasn't helped.

- 1. The programs that are given to the visitors of the park.
  2. Very good newspaper that is distributed to the park visitors.

- A real sense of pride.
  Beautiful, well kept park.
  Friendly people.

- Naturalist programs, support for fishing programs, and good cross-country ski system.

- Always cooperative in literature distribution and press releases to local papers. Coordinated lobbying efforts with local people to maintain funding) and not shorten season/ hours.

- The staff do a great job in maintaining the trails and bike paths. I've never heard my patients or anyone else complain about poor service or rudeness on the part of staff. The opportunity to be employed during the summer helps local people financially.

- Primarily educational
  Maintaining access to these areas.
  Ensuring its beauty as a sense of pride.

- Land management team generally conscientious and knowledgeable. Most service staff (clerks) helpful, courteous, aware of natural values.

- Friendly, courteous employees and a good interpretive program.

- Public relations are strong.
  Special year around programming.

- The nature centers 'continuing education" programs.
  Making visitors feel welcome all year around by providing services to match the seasons.

- Don't know who is there --- (that's interesting too).

- Hopefully by making the tourists aware of other business and recreation in the surrounding area.

- Help within the park but are members of the community also.
  Make the stay there enjoyable so visitors want to return to the area.

- 1. By keeping the park clean and trimmed in needed areas.
  2. By treating visitors as welcome.

- 1. University of Minnesota station research and classes.
  2. Guest speakers: historical, biological.
  3. Interpretive areas/ programs.

- Resource managers and naturalists protect the rare resources and interpret them to the public. Park staff help keep the park safe and functioning and organized (trails, etc.), so that it is a pleasant experience.

- Holding nature talks- especially with kids!

- Friendliness and knowledge of the park.

- 1. Itasca's interpretive programs
  2. Individual staff members giving similar programs in surrounding communities during on/off season is very beneficial to helping local citizens better understand value of preserving and conserving various ecosystems.
  3. Musical programs
  4. Local historical programs add immensely.
  5. Ask for more volunteers who have retired who have science experience.

- Each are helping in their own little way, just by being there and working. Because of the large number of people that use the park, and the limited amount of staff that works there, the public is lacking in the amount of services that could otherwise be provided.

- Providing literature to educate locals and tourists. An educational opportunity for youth. A unique outdoor experience to attract tourist dollars.

- Through their programming and good service to visitors. Its important to their top-notch staff.
- Some park employees and visitors to outside amenities. Their jobs aid and enhance

the local economy.

- They are very warm and welcoming people easy to talk to and ask questions.

- The staff carry over or follow through their relationship with the community of respect for the environment and high aspirations of confidence and support.

- I feel the ability of visitors to use the park bicycle trails and wilderness trails help people to see the 'wild' parts of nature. The park staff maintaining the park in a way that visitors can experience the gifts of nature is one of the greatest benefits of the park

- Providing jobs within the park and maintaining an attitude that attracts tourism dollars to the park. Maintaining hiking, biking trails.

- Park staff is too isolated from the community.

- 1. Jim Kellert comes to all chamber tourism meetings. He makes me feel the park is a business and not a give away. He keeps us up to speed on what the park is doing.
  2. They do a good job of keeping the P.R. Enterprise (newspaper) informed on what is going on at the park
  3. They allow local churches to put on services.

- 1. Maintenance of the facilities at the Park to service the many thousands of tourists who visit the park on an annual basis.
  2. Providing educational programs for visitors.

- 1. Maintaining the park.
  2. Naturalist and other programs.

- Staff maintain the facilities being used but most staff rarely seen. Interaction is limited to programs, and they have been helpful. But, for the most part, their maintenance work has been most important

- Minimal outreach to city residents in area. If residents go to park, their primary benefit is the interpretive programs or dining site.

- A beautiful spot to look at.

- By presenting programs.
  By maintaining park facilities.

- Increase of work- Its such of attraction in the state the people all want to see where the Mississippi starts. We got people from all over the world here.

- Staff does acceptable job in summer. Off season and winter with "full time" state

employees effort and attitude is lacking.

- By keeping the Park a "showplace" and open to the public.
- Keeping the area as natural as possible.
- By keeping the park clean and making it pleasant for people to visit there.
- Maintaining park for multi-use and preserving biodiversity.
- Giving. Courtesy and information.
- The I have had anything to do with have been very courteous and helpful.
- I've visited the park about 3- 4 times in the last two years. The park appears well marked for skiing, hiking, bicycling and convenient related services are available (Many of our lake families love eating and staying at Douglas Lodge occasionally). Staff are friendly and helpful regarding recreational and environmental questions, in providing directions, maps and general assistance. The exhibits and movie/ lecture presentations have been excellently done each time we were there and our Lake Association people tell me this too. We have learned a lot that's interesting and helpful.
- They have made great efforts in improving visitor services and protecting the resource in the past seven years. For example, they have had outside evaluators examine their operation and responded to constructive advice. Staff regularly attend area chamber of commerce meetings.

Advisory Committee

- There is a sincere outreach of the management to private citizens. And those who are routed in the area as well or business concerns are responding with eager support. This can do nothing but boost management goals which are regarded as mutual interest to those involved.
- I believe Park staff understand that tourism is their bread and butter -- They draught and greet with a smile.
- They run a clean, well organized, beautiful scenic park.
- Naturalist programs. Park is well run, and tourist visitors enjoy it. Staff is very helpful in answering questions and explaining to visitors places to go to and see in the park. Staff is working very well with citizens organizations in nearby towns- to promote the area. Staff is very helpful to groups in nearby towns in promoting the area.

- Volunteer/ park cooperation or projects-

- 1. Activity supporting the Citizens Association efforts.
  2. Attempting to increase information about the park available through local organizations and local media.
  3. Changing the interpretive program.

- Very helpful in providing information for guests.

- 1. Offering food, lodging, camping and other services.
  2.Nature programs- tours, etc.

- By promoting the Park as a natural recreation area. Filled with historical significance.

- Nature trails and hike -- nature programs, i.e., Forest Inn, etc.

- Park staff provides opportunity for community input and involvement through the Citizens Association and its subcommittees. Park usage is definitely encouraged both locally and out state.

- Conducting tours.
  Friendliness.
  Clean.
  Keeping the Park clean.
  Preserving the Park's history.

- 1. Nature programs
  2. Special tours and programs to exp lain the work and purpose of the park.
  3. Beginning to make the park more people-friendly than it has been in the near-past.
  4. They are polite and helpful.

- Nature programs
  Hospitable attitude
  Hard working employees

- The staff is made up of community people that help the visitor to find local shops and stores.

- <u>They are not</u>. There has been studies made of the timber at a cost of about $200,000 per and nothing has come of it, but <u>more studies</u>.

- Most of the staff are very receptive to those in the community and are willing to speak to groups and share their knowledge.

- 1. Offering a variety of naturalist programs for all ages.

2. Sharing the milestones and significant happenings in the park with the community.
3. Being accommodating host to tourists and us.
4. Taking good care of the park and its buildings.
5. Assisting with the Citizens Association and its various projects.

- Through staff and programs.

- a. Itasca is providing jobs for many people
  b. Tourist spending unquestionably benefits local residents
  c. People think of the Park as an economic source- they must be educated more in the understanding of ecological succession, e.g., what will happen to the Park in 100 years if we do not get the deer herd under control and if we don't zone and manage the Park for Pine restoration.

- The professional staff work hard to do this: resource management and community relations.

- The development of more Interpretative programs and activities is a good attraction (e.g., Benjamin A. Woodsman, the annual walk in the Park, etc.) and provides good opportunity for local people to be involved.

- Outdoor educational opportunities at the park I feel that the park management could do more in the area of outdoor education by developing an educational program for school districts within a fifty mile radius that could take advantage of the park setting or bring the proper experts from the park to the school district to help make students more aware of every aspect of the park especially its ecology.

- 1) Keeping the park so that the natural environment is not lost any further.
  2) Trying to restore buildings etc. back to their original state keeping history for the public.

- Though word of mouth.

- 1. Planning
    a. Looking ahead, to preserve and continue Itasca's natural wonders
    b. Looking ahead to absorb visitor use
    c. Looking ahead on upkeep of facilities

- Directing tourism and helping people and taking good care of the park.

- By maintaining high professional standards and a strong commitment to communicating with those who visit the park.

- 1. Well-kept facilities and trails
  2. Excellent restaurant
  3. Helpful and informed staff at nature programs

- Conducted trail hikes. Programs around the camp fires and programs for children in the afternoon. Response to requests for programs for our local organizations. Willingness of the staff to answer questions.

- By maintaining the character and quality of the natural resources in the park and minimizing internal intrusive development.

- By involving citizens in the surrounding communities in the planning process of making it an even better park and one that will be outstanding for generations to come.

- Itasca Park has an excellent staff and excellent leadership. They do an excellent job of providing these benefits with limited resources.

- Over the last few years, management has become more receptive to tourists, instead of only caring for the park. This has helped the local economy.

- Employing locals, concern over welfare of tourists, beautifying the grounds, and programs. By doing their usual jobs. From Steve and Sue Smith at Itasca Sports to the people at Douglas Lodge, I feel that they help people achieve these benefits. Forest Fun Gift Shop has a wonderful selection.

- The nature programs, hikes and other activities that are offered.

- Newspaper articles, involvement of locals in advisory capacity, employment of local staff when possible, and staff living in area communities.

Question 6: What are park staff not doing that you think they should do to help people achieve these benefits? (Please be specific.)

Community members (not members of the Advisory Committee)

- More local announcements of 'happenings" in the park on a weekly basis during the summer months. With the winter activities in the park- it would be nice to have a winter restaurant open at least weekends in the winter.

- The park still tends to be an "isolated" tourist attraction. Although a very important economic resource, I would guess that local people do not visit the park much. Much more emphasis should be placed on the neighboring communities and providing incentives to participate. State facilities, agencies and employees tend to be isolated from the locals. Some of this has to do with higher pay scales, different rules, run out of St. Paul.

- They are doing a good job considering there is a cut back of many funds.

- Market! Market! Tell our story! We need to put together a 3 county (Hubbard/Beltrami/ Clearwater) and Island Park brochure to advertise services/gift shops/ educational program/ recreational activities in the area with prices. If I really want to go to a place I want to know what it will cost. No price! No interest! I travel to the Cities often and meet with throughout the state and they ask where Bagley's at I say just north of Itasca Park. They don't know where that is. I tell them Bemidji where Babe and Ox are and they say oh yes I've been there.

- Publicize naturalist programs more. More promotion material to resorts.

- This is a very difficult question. Based on past experience, the park can coordinate and assist efforts but perhaps not leave efforts. There isn't enough stuff. More local presence might be helpful- service clubs etc.- to educate on available resources programs. Can the park promote itself as a destination? Or only work through the park system? Much of these efforts should come from surrounding communities as part of publicity/ tourism budget.

- Maintenance staff occasionally careless and some haven't (in past) seemed to value natural features of Park.

- Too many people in management and law enforcement- not enough in maintenance of grounds and buildings.

- Expand programming for locals. Get around the area more?

- Being restricted as far as services due to budget problems.

- Do not have enough contact and park staff to know what they are doing or not doing.

- Need a newsletter to the public to tell about what the Park is up to and why.

- Should put Douglas Lodge as a private enterprise, would make more money for the state. Should have the cabins and Douglas Lodge open for skiers and snowmobiles in the winter it would be an excellent source of income. Park staff don't understand skiing and don't groom trails nicely.

- I do not rely on the Park staff to obtain a benefit.

- More self-pride and greater or stronger feelings about the importance of the park.

- If at all possible and understandingly this is difficult due to budget constraints but to reach out into the surrounding communities- example working with the Headwaters Science Center in Bemidji or local science teachers at local high schools- maybe learn more on volunteers (in specific science areas do achieve this).

- I feel the park staff are doing the best they can, with the limited amount of staff and funds they have, but with the hundreds of people there during the summer at any given day I feel the park should look at having equal emergency services provided within the park itself. Not rely on outside services 100%. Also, have the emergency services more visible to the visitors so they feel more secure. I would like to discuss this more in person and tell you what I have done for the county here.

- Not familiar enough with park staff to know what responsibilities are. I feel it is imperative that the park remains clean and attractive and that staff is always friendly and courteous m assisting visitors.

- Not much they can do with the current park policy.

- Get out into the surrounding communities more and promote what is happening within the park system on a regular basis.

- We spend most of our times on the trails provided for walking, bicycling, and skiing. The greatest concern I have is the safety factor involved on the bicycle trails. We enjoy the trails but are concerned of someone getting hurt and the trails being closed.

- They are not communicating well with the community about these programs and purposes of the park.

- Very little outside contributions in the community.

- Correspond with area resorts and motels and try to get more of their guest at naturalist's programs, etc.
- I am not sure I can answer this question accurately but I do get a sense that the Park is not publicized enough; that the Park has a need for more staff to keep it up to the

standards of the showcase Minnesota State Park. Park maintenance leaves a great deal to be desired.

- 1. More restroom facilities.
  2. Promote camping opportunities for youth groups (scouts, church groups).

- Staff need to be more involved with the surrounding communities; they don't have leave the park. Local people would benefit from organized activity; they need to be led often.

- Host day to invite local chamber and econ. dev. staffers. Community visits - school-based sessions at parent nights, for example. (I'm amazed how many families haven't driven the 25 miles to the park! Many think: "It's just for tourists.")

- They could move the gra... and not keep it rustic.

- They are doing an excellent job with the staff they have. They need additional funding to add staff to handle an increased tourist volume. The present staff is not able to keep up as it should because of their limited numbers.

- Bicycles are a major potential for serious accidents. They should be kept on the bike trails and more care to see that they not go the wrong way on one way trails.

- I think there should be more visibility of the park rangers. This would help to prevent any vandalism or misuse of the land and animals I visit the park at least once a month from May to September. I have only seen park officials (rangers) on two occasions.

- Not opening Park early enough in spring - should be Memorial Day or before. Should stay open through second week of September.

- I think they're doing pretty well for nearly all I listed, but I'd like to see the park emphasize more freely the human- environment interaction and how we hinder/ impair the area's environment, what's being done to help, and what we can do personally and collectively to remedy problems and prevent them.

- Spearhead a collective effort in marketing the area using staff expertise at the park and other DNR personnel in conjunction with the Chippewa National Forest and local chamber of commerce.

Advisory Committee

- I am a journalist. When I worked for the newspaper in Bagley- 14 miles away, Itasca was headline news. In Fasston, where I work now in Eastern Polk county (7 miles away) Itasca is NO NEWS- (except for some canned news of the destruction which occurred this summer. The Grand Forks Herald in North Dakota carried full features on the park- when destruction was news. I am presently working on a full feature

with someone on the Citizen's Advisory Board- which will focus on involvement with the park.

- More reading material.

- Could have more naturalist programs.

- Staff is not able to put on lots of programs- because they are short banded due to budget limitations. Also some normal maintenance is not done due to not enough money in the budget.

- 1. More community outreach, e.g., fairs, high school and grade school programs.
  2. Need to increase management for old growth forest ecological function.

- I feel the park employees are doing about all that can be done. The very few complaints I hear about the park concern other visitors, not the staff.

- A person with proper identification on, walking around and giving information to those who ask questions. Museum should be updated and isn't even open for this season yet.

- They could use another campground. There are two places I know of that would be wonderful and I had hoped the Park would develop them when they first acquired them. Now they are overgrown. The one on the river would need more supervision than the other.

- More public relations with the surrounding communities- Set-up a speaking committee to present programs to civic, church and other groups promoting Itasca State Park- don't wait be asked but solicit changes to speak for these groups with different programs.

- The park staff is of a small community background, so they tell about friends and relatives store/shops. The BIG picture and all shops/stores are left out. Also handing out information is very poor by contact -- information people.

- They should listen to people who know of what they are talking about.

- Some of the staff could be more receptive and appreciative of the community. Most of the staff is wonderful, but not all.

- There is a feeling among people living in the more immediate area that they have a special ownership in the Park and that they have a 'right' to jobs that occur- even though they aren't qualified, at times. I think they must be taught that they don't have a 'right' to jobs because of their location. Would people attend an educational program designed for them?

- Be more customer oriented- customer service! Be more knowledgeable about park management goals. Be more knowledgeable about the Minnesota state park system.

- The Park Staff needs to be more educated and informed about Park History and the significance of Park attractions.

- a. Newspaper articles in the Park Rapids paper each week.
  b. Provide speakers for local civic organizations. The park is doing a & b but should do more.
  c. Public relations work with public schools.
  d. There seems to be a really ho hum attitude about the function of the park in the Park Rapids community.
  e. More needs to be done in St. Paul by the correct department at the DNR that needs to help park management in the education of state legislators who seem to think that they already know most everything about the park.

- 1) I feel naturalist programs could be more diverse and more community orientated - educational to local community. I feel the park doesn't draw in the locals for programming like it should- I feel neighbor the park nor the resounding communities appreciate each other- not neighborly!

- I was extremely disappointed when they changed Brower Inn. When we had guests my wife used to take them to see the hand made antiques made by local residents and then topping it off by going down stairs for a treat.

- Three words: Interpretation, Interpretation, Interpretation. The key to achieving the goals of question 5 is bringing the culture and history of Itasca to the general public, both in the park with programs, and outside with publications.

- I think the park staff is doing a good job with the money they have to work with. We need more tourism dollars pumped into the park make it a better park.

- Outreach to the local community. Especially school children. Park program should be integrated with school's efforts to teach environmental issues.

- My only criticism is that the staff could do more with more help, and I know that budget cuts have eliminated some of the jobs.

- Possibly more outreach efforts in surrounding communities to explain park benefits (physical and economic) to encourage complimentary development outside the park in the context of a regional management plan.

- With added funds, additional staff could be hired to do more tree planting and care of the virgin forest. I feel they do a great job with the staff they have.

- In order to have community pride in the park, it needs to look like it's cared for. By quitting mowing high use areas, most people thinks it looks shabby and unkept. Local newspapers do not receive or publish events at Itasca, tourists are targeted for fun activities, not locals. Dead trees left standing, brush over running areas, getting rid of the deer leave us wondering why it's called a park. Seeing deer in high use areas was one of the highlights, now we see none.

- More staff for trails, information to help tourists have fun so they spend money and want to come back.

- I would like to see increased vehicle access and boat rental to two places in the park. DeSoto and Morris Lakes and the Twin Lakes in the western part of the park. While I agree with the park's wild character, I think access to these two areas would improve the park and maybe spread out the crowds. I have been told that the Twin Lakes are good fishing lakes, but access is difficult. Whatever happened to the Minnesota Historical Society's plan to build an interpretive center at the headwaters area? I think such a center near the parking lot would be a welcome addition to the park. They usually do a wonderful job with their centers.

- Could use more knowledgeable people to answer questions about nature.

- More public relation- public speaking. Bring in nationally known specialists to set up seminars- could be an annual thing. Set up more involvement with area schools to use park as a natural lab for learning about natural environment and ecosystems.

Question 11c: If you are dissatisfied, what changes would you recommend to Itasca State Park?

Community Members (not members of the Advisory Committee)

- Harvest over mature timber and/or burn it. There are areas that one can hardly walk through because of fallen timber.

- Remove mature timber rather than allowing it to rot.

- There should be a better fish management plan for the major lakes in the park. (stocking by DNR)

- List Phone numbers for services in surrounding phone books under Itasca State Park not just Minnesota State Offices. Yellow pages, Parks.

- 1. Reservation system needs help.
  2. Should cater more to local people than out of state tourists.
  3. Reduce cross- country ski trails (not used enough).
  4. Increase snowmobile trails.
  5. Park permits are too costly for Minnesota residents and local folks.
  6. Terrible forest management practices- many dollars worth of trees being wasted- could be harvested.
  7. Too much management from St. Paul.

- The management needs to get out in the area and make their presence known. (I am the Director of a 280 member chamber in the area --- never seen them.)

- We feel that too much of the park is closed off- for instance roads blocked off to remote lakes. We as the community would like to be able to have access to these lakes. We also feel we would like four wheeler trails not just bicycle and skiing and snowmobiling trails. (Why not have the snowmobile trails be for all recreational vehicles.

- 1. I would caution <u>against</u> overdoing visitor comforts to the point that it becomes a playground for people in air-conditioned autos.
  2. Do <u>not</u> attract waterslides, "Dell's Ducks", and jet skis.
  3. Encourage hiking, biking, and paddling- the "silent sports".

- True management of the forest- even "natural" conditions require management. It seems like forest management has changed with the whims of whoever has had the most clout. No long range goals with follow-through and continuation. Different person- different or no plan. I realize the problem is deciding what the plan should be. Seems like between the DNR and U of MN an adequate plan could be arrived at. The lake management- crappies fished out-walleye spawning poor. How is it managed? No public info. The east contact station is usually stacked 7-10 deep. Why not open

the south contact station? Every newcomer I see pulls in there and gets out expecting to talk to someone and are greeted with an empty building. DNR takes at least 2 months work from local by not opening Douglas Lodge until Memorial Day and closing it before the fall is far from over. There is very little publicity in the local newspaper as to the how and why things are done. The burns this spring were a wonderful exception to that. Local inaccurate gossip hurts the park. Itasca is a unique state park that should be treated as such. Unique from other state parks and thus managed differently.

1. Should more aggressively try to encourage pine regeneration by burning and habitat manipulation.
2. Need to restore student/summer intern naturalist program. For the number of visitors the small (2 person) interpretation staff is totally inadequate.
3. Keep cabins open in the winter.

- Because of the increase in crime nationwide I feel that the park would have more use if both security and emergency first aid was more visible and available. This could be done at very little cost to the park by volunteers, as long as it is controlled. I have responded to many emergency situations in the park, but response time takes at least 20 minutes or more.

- Better or more efficient clean up and enforcement of garbage pick up and littering regulation.

- Manage the park as a business. Clean up the dead and down trees, not only would it provide income to the park, it would also cut down on the amount of disease and bug infestation in the rest of the forest. It would also make the park more pleasing to the eye. I would also like to see the south and west side of the park to be opened up to more use. With closing the roads to motorized traffic you have closed off two of the most beautiful lakes, to fishing, in the whole area. I personally have never had a bad day fishing at Twin Lakes and Morrison even when I didn't catch any fish. It was just nice to be there.

- 1. No one knows there is a North entrance. No one knows where to go if they find it.
  2. Roads are not marked or signed.
  3. There can be a major community event within 1/4 mile of the park and visitors are not informed.
  4. Your philosophy and your rules do not make sense.

- A new park manager.

- Realize that forested areas are changing and will not be the same for future generations. All areas outside of wilderness sanctuary should be managed in a more aggressive manner to preserve diversified forest ecosystems. Management options should include natural and mechanical methods to preserve these ecosystems. Realize that various natural and unique facilities exist outside of Itasca State Park, many of these rely on tourist dollars to maintain. If all needs are provided within the

park some of these facilities may disappear and new facilities cannot open.

- 1. More openmindedness about visitor use.
  2. Better communications- at times they forget who they are working for (State of Minnesota's people).

- 1. More variety in their ski trails, e.g., groom for skating as well as diagonal skiing.
  2. Better food at Douglas Lodge --- it used to be such a treat to go there to eat --- but lately, very mediocre, at least the last time I was there.

- Planning Process will help, but staff needs to show friendly approach to local/area promoters on annual basis; share lead process for referrals to area town campsites when full to those without reservation; hostel and sports films publicize what they offer to local family (NOT tourist packet/guide only).

- I would clean up the lawns and make the park neat again. And so would a lot of people around the area. Also cut down dead trees and get them out of here.

- Educate staff that they are in the hospitality business. Remind the staff that if it were not for the visitors bothering them and creating work, they really are unnecessary!

- I would like to be put on a mailing list so we would know what services or programs might be available (classes, volunteer opportunities, etc.)

- With regard to winter park operation: The snowmobile trails are seeing a very high usage on weekends. It is very important that snowmobile trails be groomed several times a week if traffic is high. If conditions warrant (enough snow) grooming should be a full time job for one person or possible two people. Do not under staff!

- Open Park earlier and stay open later.

- I don't imagine my idea will go any farther than this paper, but, I think a large portion of Area 2 on the west side of Lake Itasca should be logged off (clear cut) and then planted to Norway pine, not in rows, but hand planted in a staggered pattern, a large area would have to be done at one time to cut down on deer degradation. If something is not done soon the park as I have known it for 65 years will cease to exist!!!!

- Not dissatisfied but see likes under 1, 2 and 3.

- I fear it may become overused by the sheer number of visitors present each year. It will, if not already be a perplexing problem for staff facing declining financial resources and more people to service. How to balance is probably a management dilemma. Marketing the areas adjoining opportunities may lessen the impact on the Park's resources.

Advisory Committee

- One park staff on duty, mixing with tourists --- a PR type of position. Perhaps a volunteer at the entrances talking with people as they wait for park permit, etc. Especially holiday weekends. Keep grass mowed around park headquarters area.

- Resources I'm not satisfied with. I think more trees should be planted. Should cut aspen, especially on west two miles of park. Because aspen regenerates itself. Claim the deer are killing the trees, but the park has closed trails so people can't get in. This way people hunt on the borders which just make the deer go further into the park. I don't think a Park sticker should be in demand in deer hunting season. In most places stamps are not available early in the morning for deer hunters.

- The elderly, those with small children, or those who are either physically disabled or limited by health, have had a hard time enjoying the park other than from their cars. A better picnic area would be good and picnic shelters, plus information placards mounted to show the different stories of the park, in more places. Also, a couple more information booths with the polite and helpful park staff to assist with information or emergencies.

- 1. Better facilities shower/toilet buildings. Bear Paw Campground and Pine Ridge Campground.
  2. New up to date visitor center/information center for a park this size (and visitor count).
  3. A park office that is equal to road side rest buildings.
  4. Mowing of grass in campground and around visitor areas. (Can't go to bathroom in campgrounds morning hours (wet up to knees high grass) very damp.)
  5. Make park headquarters area look like park headquarters keep it mowed.

- Reduce the amount of influence allowed the DNR.

  Deal with numbers of people and vehicles. More resource management and interpretation. More for building rehabilitation. Restrict visitor numbers and vehicles with the use of buses. Need a visitor center- major! Work with Native Americans on interpretation.

- 1) A weather proof events board at the amphitheater.
  2) When a facility is closed (e.g., the museum) post a brief explanation of what's being done and when the facility will be open again.
  3) Have special presentations (e.g., Benjamin A. Woodsmen) on Saturday nights instead of Sundays so that more campers can attend.
  4) A small playground near the campgrounds would be nice.

- More state tax dollars need to be used to improve the park. There are so many old

systems being used today that the park is going backwards rather than improving to keep up with the heavy demands of today's tourists.

- 1) Why does someone who knows that their job is only for 3-4 months able to obtain unemployment for part of the following year- that's a joke. But for an employee it's a good deal!!
  2) That the general DNR try to continue to sharpen their image with the community. You mention DNR in our area people grumble. Education on both parts- not only parks the whole DNR.

- The area of the park should be enlarged. In anticipation of increased population pressures the state must increase the area (then the facilities) of the park. Otherwise, the park will be subjected to a need to regulate and control and thereby alter the natural ambiance of it's present setting. Demand will also exceed the ability of park facilities to accommodate increased number of visitors. Douglas Lodge, camping and housing facilities will not be able to meet demand. Either price barriers will have to be imposed or increased regulations will spoil park ambience.

- Limit wilderness area to bikes, hiking and possibly tour bus- to pick up or drop off hikers. Add a couple of restrooms at mid points. Keep traffic to a minimum in the back areas- emergency vehicles and regularly scheduled bus runs only- limit large campers/ buses to main east side areas. For example, Headwaters, Douglas Lodge, etc.

- I would concentrate on preserving the pine stands and naturalness of the park by whatever means necessary. I would also make zones 1 and 2 more accessible so as to reduce the concentration of visitors in other areas.

- Better funding- Itasca Park is more unique than any other park in Minnesota. It needs special care and therefore more resources.

- 1. Get rid of the long distance reservation system- let Itasca staff handle it.
  2. Need water fountains and playground, fishing pier near north end of lake.
  3. Cut grass around all buildings and entrances.
  4. Nurses station in park would be a real plus.
  5. Naturalists focus only on boring stuff- not what the area is.
  6. Too much emphasis on Indian life. This park was settled.
  7. Need more bike trails, also a link-up with Long Lake.
  8. Why keep Forest Inn open for skiers and nothing for snowmobilers who spend more?

- An emergency station with at least 1 staff (qualified person) on call 24 hours. Wilderness drive and roads inside park should be cleaned up for safety from fire. Emergency call box on drives for tourists and staff.

- See response to question 6. Also, I have been disappointed by state cutbacks that

delayed opening of Douglas Lodge and Forest Inn in the last few years. I think the optimal schedule for them and the Headwaters Gift Shop is to be open from Memorial Day weekend to the end of September.

Question 12c: What would be your biggest concern with increased promotion of recreation opportunities <u>within Itasca State Park</u>?

Community Members (not members of the Advisory Committee)

- Overuse of facilities and damage to the natural environment.
- Not enough staff to accommodate the facilities and maintenance of the park.
- Overuse and crowding.
- I don't think it should be turned into a "theme" park with more "touristy" stuff. Alternate ways to experience the natural settings or reach them may be good- Individual vehicular traffic needs to be slowed.
- More congestion would detract from the enjoyment of those that use it now.
- The number of people using the facility.
- Increased use will cause problems with the natural setting that now exists.
- Overcrowding and destroying the natural beauty and wildlife of the land.
- How much more traffic can the park handle without increase facility development and more trail development. Do we want to reach a stage where we limit entrance, limit use to the 1st 1,000 people per day?
- The biggest problem is finding a balance between too much human activity vs. opportunity to enjoy the area in relative solitude. Zones 1, 3, 4 characterize the former; Zone 2 the latter.
- Destruction of existing facilities and deterioration of natural state.
- 1. Loss of natural features of park.
  2. Loss of semi- wilderness feeling.
  3. Too many people.
  4. Noise!
  5. Lights.
  6. Travel on existing trails could get excessive.
- 1. Too many people destroy natural environment.
  2. Lakes "over- fished".
- Negative impact on primitive/naturalness of area.
- Visitors staying in the park itself and not in our local businesses, resorts, campgrounds, etc.

- I feel they should put a sign up of different businesses around so when people come here they can see what is to do around the park also.

- Large enough budget to do a good job and provide adequate services.

- The more visitors there are, more man made facilities are necessary and the naturalness of the park is lost.

- 1. Overcrowding
  2. Vandalism

- 1. I would not like to see Itasca become a big playground. A "hike in a primitive area" should be educational and somewhat of a challenge.
  2. That Itasca would lose some of its remote/ historical/ educational character and become a "woodsy" theme park.

- 1. Human impact on natural areas.
  2. How many people can the park handle and still retain it's unique beauty?

- Would heighten/aggravate visitor impacts on resources such as erosion, traffic, congested campgrounds, etc.

- On weekends the park is very busy- the bike trail is occasionally hazardous. Overcrowding would be a concern.

- Loss of solitude with nature in a semi wilderness setting and degradation due to increase in human activity due to shrinking areas where citizens can escape to get away from the pressures of the outside work.

- Safety

- The integrity of the environment. More risk of destruction of environment. Cost of maintenance and staffing.

- That it remain as 'natural' as possible.

- If you are going to promote recreation activities you have to make the area's accessible to everyone. If you wanted to promote the wilderness hiking area of recreation you would be better served to set up remote camp grounds and make it a 2-3 day hike extending the trails to cover more of the remote areas or you are going to see over crowding.

- That it would negatively impact that beautiful natural environment.

- Destruction of habitats.

- Traffic

- The biggest concern would be to maintain the natural beauty of the park. A very difficult task- to open up the park to promote tourism but not change the beauty!

- Most concerned that all promotion will be within the boundaries of the park which may result in overuse of some areas.

- 1. Using tax money to build housing and campgrounds that compete with tax paying resorts, campgrounds, etc.
  2. Salaries are much higher at the park. They could hire all the local workers needed in other businesses.

- 1. Depletion of the natural beauty of the Park.
  2. Overworked staff along with increased maintenance of buildings and equipment. Planning for increased development in the Park is a must.

- Overcrowding facilities.

- There may be conflict with increased multiple use of certain facilities, such as bikers and rollerbladers on the bike trail. Or, a mix of types of users (snowmobilers and x-c skiers) would create conflicts. There are some areas that are crowded (camping) or devoid of much of a natural setting (Headwaters), but the areas I use are more remote or used little that should be able to handle more use.

- Locals don't know fees and services times since don't receive the tourism literature.

- I think they do pretty good.

- Perhaps overuse if not regulated.

- An increased staff to handle it!

- That people would deface the natural beauty of the park. There still need to be rules on use of the land. I think more visible park rangers would help this problem.

- Overuse of natural areas

- Being careful not to hurt the natural beauty of the area.
- Preserving the more isolated/ primitive areas from snowmobilers (unless closely monitored and infrequent) and too many campers and hikers and no jet skiing or use of large motors, ever! A general excessive increase in recreational use could damage the park. *I really prefer it as it is recreationally and would focus more on excellent natural resource and ecological education and awareness!

- The park may become overused to its detriment.

Advisory Committee

- What do you do in Itasca for winter? Is there anything to do? Promoting winter activities should be a high priority.

- Could ruin the natural environment.

- Traffic jams. Damage to the environment- with overuse of trails and high use areas. Might encourage a use of that would damage trails and incompatible, like jetskis on the lakes, or four wheel ATV's on the trails.

- My concern is our impact by people- damage to ecosystems- water tree/ flora etc.

- 1. That facilities necessary for increased recreation would damage natural resources. 2. That motorized recreation would be promoted to the detriment of the park resources and non-motorized recreation.

- They need to preserve the natural beauty.

- Keep them out of the isolated areas- promotion not needed.

- That the recreational opportunities are compatible with the basic theme of the park.

- Over crowding --- traffic and control.

- Too much use of the park, and therefore damage to the delicate, natural balance. Also, too many visitor facilities which are not in keeping with the beauty of Itasca. Too many people would take away from the solitude for those who use the park.

- Better bicycle trails. Another picnic shelter. If possible should make horse back riding trails. Preferably on the west side of Park.

- Vandalism, crime, and littering.

- Without additional Funding I would be concerned about the maintenance and improvement of Park facilitation.

- Poor staff management by supervisor people, increased numbers bring increased problems. Increased promotion, increased people but not an increase in use areas by park planners.

- That they might destroy the environment (natural processes).

- Use beyond what existing budget and staff can accommodate.

- Already to much use in some places.

- Pollution and increased risk of defacement of the trees and other natural beauty marks of the Park.

- 1) can the park handle more tourists?
  2) overrun campgrounds?
  3) traffic on the trails- especially bike trail- which now are popular for rollerbladers
  4) Does the park have enough staff to meet an increase in tourists?

- 1. Automobile traffic
  2. Damage to landscape
  3. Loss of spirituality that comes with every Itasca visit
  4. Noise

- Not enough camp grounds and motels.

- Increased use of motor vehicles.

- 1. Overuse of the Park so the natural environment would deteriorate.
  2. Too many people so the staff and facilities would be unable to accommodate peoples' needs.

- Overuse

- Handling vehicles- may need holding area and bus connections at locations along Highway 200.

- More traffic and more noise.

- Destroying the ecosystem of the park.

- Trail systems need to be expanded and maintained. Putting a trail in and not keeping it up is not safe. The boat ramps and access need to be fixed. Patrols need to be trained better and get out of their vehicles more, not just looking for vehicle permits.

- Make it a nature park with a somewhat natural setting.

- There is a delicate balance to be struck between more visitors and the park's wild character. I have been coming to the park regularly for about 14 years. I am very satisfied with the balance the park has struck between visitors and wildness.

- Crowding.

Question 12c: What would be your biggest concern with increased promotion of recreation opportunities <u>in areas surrounding Itasca State Park</u>?

Community Members (not members of the Advisory Committee)

- Increased commercialism in the area and traffic.
- It would only enhance the economic picture of the surrounding area.
- Recreation opportunities should be stressed that conserve.
- The facilities at the park should be competitively priced. Some feel the surrounding area only gets the overflow of campers.
- Our area is not a playground for visitors, we have chosen to live here due to the unique natural environment and visitors have to respect our views.
- Competing with local business.
- I don't see a down side to this. It would seem to be a symbiotic relationship.
- 1. Population pressures.
  2. Noise.
  3. Light pollution.
- Too many tourists overuse the natural areas.
- I don't feel they should have built more camp sites when there is two campgrounds bordering the park it isn't like they have no place to go. Those 75 sites they have built on has just about did us in for overflow. If I didn't have enough that are my regulars it would of.
- Too many "junky" looking tourist attractions around the park.
- Vandalism, etc.
- Gaudy tourist attractions and waterslides.
- Communication between the park and outside facilities would have to improve so that services outside the park would be ready to handle the needs of the visitors.
- Possible new "overflow areas" for camping, etc. might develop.
- Increased commercialism in such as fast food restaurants, tourist attractions that really are not part of appreciation of the natural world, etc.

- Safety

- That they not get too busy.

- If the immediate area surrounding Itasca State Park becomes more recreation oriented the park is going to see less money being spent there.

- Answer in #11. It is the park rules, not employees. That is the problem.

- More access causes more natural habitat problems.

- Same-destruction of habitats-animal and human-by this I mean increased crime by humans.

- Traffic

- Promote businesses and facilities outside the park. Aggressively seek for ways to help new businesses to open.

- I wouldn't want the Wisconsin Dells type of unnatural entertainment to be spawned.

    1. Development around the Park is inevitable --- it will increase. Planning for it and creating a Park that is still appealing is a major hurdle.

- Increased use due to more opportunities would be more beneficial to the surrounding area in terms of tourism dollars and more appreciation of the environment.

- Staff often not aware of events/sites or contact people.

- We help send people to the park.

- Perhaps traffic congestion.

- A long range plan that follows through!

- 1. Not enough promotion of local outside camping and resorts to take overflow from park.
    2. Not enough publicity to the media and explore Minnesota Office of Tourism on this subject.

- I doubt they would suffer from some modest increase in Itasca's recreational use.

- More emphasis on recreational opportunities outside the park may help in reducing human impact on the resource.

Advisory Committee

- Promoting winter activities should be a high priority.
- Important that increased recreation facilities be outside of the park and nearby.
- Don't want circus type of promo's in area like slides (water), zoos, mechanical rides. As they would detract from natural attractions like the park. However, increased motels, campgrounds, restaurants, grocery stores- will compliment the park and provide a place for the overflow people to go to when the facilities in the park are full.
- That inappropriate recreation might "spill down" into the park or create demand for more facilities inside the park.
- Also, to preserve the natural beauty.
- Little or no effect.
- Again, that the recreational opportunities are compatible with the basic theme of the park and also are complementary to it.
- Would benefit surrounding business, be A+.
- Increased recreation outside the park would help take some of the pressure off the park; and I believe would be good. However, within a 5 mile radius of Itasca there could be some guidelines for development. (No huge, plastic water slides, large ugly billboards, McDonalds, etc.)
- Work together with outside businesses with the overflow of Itasca State Park.
- Vandalism, crime, and littering.
- I am not concerned.
- Increase promotion could only help or enhance the community.
- Might encourage frivolous, wasteful development.
- Will help local economy.
- Increased commercialization destroying and detracting from the attraction of Itasca and the Mississippi Headwaters. Also development in surrounding areas would affect natural wildlife habitat and directly impact the balance of wildlife and ecology in the Park.
- 1) Hwy 71 is so busy now- traffic.

2) Park Rapids is growing very rapidly- traffic is nuts.
3) Damage to all ecosystems.

- Clear cut logging, subdividing lakeshore into tightly compacted parcels. Abuse of shoreline by property owners.

- No concerns

- Changing the rural aspect of the area.

- Establishing a regional management plan that keeps the character of the natural systems outside the park but allows for sensible development, i.e., campgrounds, vehicle/ service and overnight accommodation.

- No concern.

- Not as concerned- the park should be visited, but not provide for all the needs of the traveler. Surrounding communities can provide lodging, camping, restaurants, recreation, etc.

- Increased numbers of people would call for increased patrols and emergency treatment centers (which is needed anyway).

- Need more campgrounds. Locals are trying with golf. Good food.

- No concern.

Question 15: What questions or comments do you have for us?

Community Members (not members of the Advisory Committee)

- Itasca Park is a very special place as is the area around it- most of it's charm in our opinion is it's wilderness and remote feeling. The absolute quiet of the woods and the natural beauty which is unsurpassed. It is a true jewel in the Minnesota State Park system and would be tops in State Park system nationwide.

- Brought my children from infancy to "the Park"- every summer- became a family tradition. Now my husband and I use and visit the park frequently all seasons. Always refreshed by the beauty. Staff has been friendly and courteous. Businesses could have information for costs of conducting business seminars, workshops, etc., and what facilities are available. Most of us have businesses to run and summer is "our business time" so difficult to find time for the park so enjoy "off season."

- If I owned a facility with no debt and interest expense, and a very high traffic count, I would expect a very high positive cash flow. I think it should be managed more like a business.
  I think those desiring a "wilderness experience" should go to the BWCA.

- I will complete this questionnaire as I have the time. I don't need a constant reminder, as questionnaires from the U of MN are not very high on my list of important things to do.

- Sorry for the delay in answering. These are difficult issues that take time to sort through.
  The land of legends concept from several years ago was a good cooperative concept. It failed due to lack of funding and loss of a volunteer 'champion.' The input of the citizens of the surrounding communities is a good idea as the park sets it's direction and goals. With the input comes a sense of ownership. It also maintains the lines of communication so that when there is a concern, or an opportunity for collaboration between the public/ private sectors.
  What are you going to do with the results? Will respondents get a copy of the summary and evaluation? Thanks!

- Sorry this is so late. Hope it still helps.

- None right now!

- Itasca is a wonderful park and is generally well cared- for. I disliked the paving of Wilderness Drive and wish it were still gravel. Don't care for trail development in section 4. Maintain (but don't add to) Squaw Lake site (Take care of bats). Park is already over- visited- I don't think it should be promoted more. Let's not love it to death. Approve of wilderness "treatment". This is not a very clear or easy to use survey.

- Need less promotion- park is already overused and losing some of its natural beauty. Need fewer coordinators, planners and managers from St. Paul and Bemidji.

- If you are going to provide lodging, camping and food services in the park, then proc your goods to be competitive with your surrounding businesses. Bottom line-run your park as a business, looking for a margin of profit.

- We as a small business owner, are in competition with Itasca Park. The park added many new camp sites which hurt our business badly. We do not feel they should have all, but should "share the wealth". We also feel as a tax payer in this community or county (Hubbard), we should have a break on park stickers, perhaps then we could use our beautiful park more!

- I would like to see the Park open remote lakes like Morrison to catch and release fishing- no live bait allowed and boat restrictions of 14' or less, canoes & electric power only. Maintaining the roads to these lakes would be necessary. Fishing the lakes could be related to wilderness fishing anywhere. The beauty is second to none.

- The park basically is a gem. Keep the use areas and wilderness areas separated as much as possible.

- Itasca has good facilities for increased educational/ seminar programs on natural resources and history. The park should try to attract conventions of resource managers, researchers, timber producers, and schools/ universities/ colleges rather than become Disneyland.

- You sent us two surveys because we were bad about getting this back to you. So, I gave one to another concerned lifetime local for his input. Hope you don't mind. We love the park! I don't want to see it commercialized. So what if it doesn't have tennis courts- you can do that in town. The recreational opportunities need to be in line with the natural setting and experience. If people need a waterslide- go to the Dells! We waste so much of the park by not promoting it more months out of the year. The basic services of bathrooms, food and drink would keep people coming to enjoy spring flowers and fall colors. So glad you are seeking outside but local input. I hope these don't get filed as another report and not used for future decision. I work at the U of MN station located in the Park. Even that close to headquarters- there is much lack of communication between the facilities.

- I approve of attracting more people to area.

- I would encourage more use of the park and send out more info on the value of the park and it's beauty and it's impact on the Mississippi from top to bottom.

- I love Itasca State Park and the opportunities there but I am fearful for its future as more and more it is going to come under increasing pressure from the burgeoning human population. To reconcile the needs of the public and the maintaining of the

park's ecological systems will be the challenge. It appears many of the ecosystems surrounding the park have been diminished over the years placing a heavier load on the park. I recommend increased user fees to be used to educate the public on environmental issues. The sooner the better. Thank you for this opportunity.

- I have been sheriff in Hubbard Co. going on 17 years, and I feel that with the hundreds of people at any time in the park, it should be treated the same way as a town. It should have the same emergency services. I have an emergency reaction group that's been helping me for 13 years now and it has proved very effective. It has been at no cost to the county. I would be more than happy to help set up an emergency reaction for the park also.

- What can we do to help?

- If you are looking to promote Itasca State Park as a place to go on your vacation you are going to have to expand your facilities to accommodate more people. The most commonly heard comment that I hear is there is no room to camp. You could open 2-3 more campgrounds and have them full the whole summer. In the future it would probably be beneficial to put in some campgrounds in the outlying areas of the park.

- As a community member and business owner, I feel totally isolated from the park. Advisory committees are a waste of time because the DNR does what it wants anyway. The community has very little ownership in the park because they cannot make a difference.

- Who's going to use/ see the info from # 14 + 15? just kidding . You see, when you're as old as I am, you have to have a sense of humor.

- Itasca Park is a very special place to me. The first place we take our company. Since the late 70's I have been involved with building and maintaining ski trails in the Park Rapids area. When I started skiing at the park it didn't take long to see that it had not been properly prepared for the ski season. I have volunteered several times to come up and help get the trails ready for winter. My offer has never been accepted. The trails need a lot of work every fall to make them as safe as possible for the user and that is not being done. I have come to the conclusion that as long as park employees are represented by a union and a park manager that lacks the personality for the job, little or nothing will ever change for the better.
  As for staff it is a mixed bag.

- We are bicyclists and cross- country skiers and frequent the park often. I would like to see more bicycle trails open but realize not everyone cherishes the park the way we do. By putting in more trails the outer parts of the park would be opened to the "boneheads" who don't care. The park is my sanctuary, my place to go and get lost in the pines! (I received this after the storm that passed through the southern part of the county. It may sound dumb but it was like losing some of your friends!- the trees.

- The state park system was created and is financed by the taxpayers of Minnesota. Monies generated in Itasca State Park should be used to help support the entire state park system.

- Park personnel should be more user friendly, they should be looking for ways to help, listen to concerns of community, involve the community more in activities in the Park.

- 1. More state resources need to go into <u>all</u> of the State Parks, but Itasca is the jewel of the State Park system and it needs special care in its development.
  2. Has the DNR considered other sources of funding other than vehicle permits?
  3. Recreational space must be preserved for future generations. Do not let our Park system "go by the wayside" --- it needs improvement to keep up with other states.

- My personal use of Itasca is physical activities --- biking, hiking and x-c skiing, probably 20 or more times a year. The facilities for those activities are excellent. Needing only minor improvements. The setting is what attracts me, and the little traffic for biking the Wilderness Drive. But, there are few persons from local area using Itasca in the manner. Most go there only when they want to take guests there. They just don't do many physical activities and are content with sightseeing in comfortable settings (sidewalks, short walks, water fountains).
  I'd like more involvement from locals through more groups, leader-led activities of a recreational-type. As it is now --- and that's O.K. --- Itasca is a great resource.

- Resident in smaller towns often volunteer for Park but feel unappreciated (or ignored) when referrals for business services are made to larger towns. Staffer (in 1990) coordinated Sunday eve series of regional performers and generated goodwill among volunteers/families for more local support.

- We think Douglas Lodge is a wonderful place to eat. We do recommend it often. we have also taken the boat ride and found it very interesting- they do an excellent job of pointing out wildlife. We have helped with Church services in the park- it is very well attended. In addition to maintaining our State Parks it would be nice if the state would spend some time and money on bike trails we have instead of building new ones. The Heartland trail system is very much in need of attention.

- I feel we do not use as much of Itasca Park as we could be doing, which is our choice, of course. I guess we do not know of anyone in our area (Long Lost Lake) who goes there much. Generally, we take out of state/ country visitors there a few times each summer.

- Itasca Park is one of a kind "unique." It has seen, and is seeing, increased traffic (all seasons) every year but lacks funding and staff to deal with the increase in traffic. <u>A solid long range Plan is needed</u> --- <u>A guaranteed source of funding is needed.</u>
  Without these Itasca Park will not be a quality park in the future.

- You need more grooming of the ski trails and skaters should be kept off some of the ski trails. More picnic shelters. Wood could be provided.

- 1. More publicity on Park and outside local tourism facilities. More promotion of beauty and attractions at Park.
  2. Open the Park before Memorial Day and close 2 weeks after Labor Day to promote more local tourism.
  3. Late openings and early closings hurt our whole community economically.

- Please pay attention to my comments in #11

- They're all on previous pages. Thanks for including me.

- Be diligent in preserving the resource, as I said before its greater than state significance, it is of national significance.

Advisory Committee

- Park management is doing a good job with the amount of money available to the park. Income that Itasca generates should be able to be used in Itasca- not into the general fund.

- Unfortunately, many people in the surrounding area take the park for granted- that it will always be there for their enjoyment- without any effort on their part. And the environments (trees- lakes) will be as is all of the time. Even those in the resort industry- some don't think that Itasca is competition to them in food and lodging and camping. As a result do not promote the park like they should. The present staff is trying to work with all the surrounding chambers of commerce and associations- and getting some results. Again they are limited by budget. Maybe someday- there can be a person in Itasca to work with people in surrounding areas- as a promo or goodwill person. Maybe try out a summer intern on this to see if it has merit. The present working planning resource management- trees, area usage, is on the right track for the future of the park.

- I appreciate an opportunity to have impact in the core of Itasca- the park and all state parks are very important to us.

- People employed by the Park should have an interest in the Park and want to improve it.

- I have been in the resort business for 38 years and on the Itasca Park Advisory Board for more than 10 years. I answered all questions from that view.

- The park management should not be micromanaged but rather should have control within the general guidelines to manage as needed. Also, popular opinion should be

considered in the management of the park. The tourist population is becoming more sophisticated and expect quality facilities, service and well kept grounds which designate it as a park not an unkept facility. Areas of the park that are highly visible and used should reflect a park atmosphere- i.e. mowed grounds. Other less visible areas are fine left to their natural state. Also, less used areas should be capitalized on by incorporating such things as true mountain bike trails and using some of the more remote trails for nature programs and hikes, etc. Also, it is important the park staff be familiar with the area and the nature of northern Minnesota forests to best provide for the future continuity of the park and a park that is compatible with the surroundings of the community. Some of the questions were biased and did not allow for the opposite opinion to be expressed.

- Thanks for seeking information and input from Itasca Park users and the community members! Will we see the results of this survey? I hope so!

- I think some of the rocks at the source of the Mississippi should be replaced with more flat rocks, so people can walk across them more safely. If possible I would like to see a roller blade trail made that is an up coming sport. I would like to see the walking trail updated with disabled accessibility from the Museum to the source of the Mississippi. Keep facilities open for serving light lunches and snacks. I think in some areas there should be control burns. There is too much waste in the resource.

- I was raised in Itasca Park. My grandparents were early pioneers there. I carried the Olympic torch at Itasca to honor them and other settlers , and to honor the women who were also a source- a source of life. This, at Itasca, was one of my life's highlights. I would like the historical stories of Itasca to be made known to more people, so that a greater appreciation of what was can be included with a greater appreciation with what is.

- I would like to see the Park administration go on all year with Douglas lodge and cabins open. I would like to see the south entrance building's being used for something- information- park permits or offices or meeting facilities.

- I was manager at Itasca State Park for 13 years. Filled out or involved with this type of project before. The outcome was (0) zero. I hope this will be of more. A copy of your findings to this project would be appreciated, so I could read it to the Itasca State Park Advisory Board which I chair.

- I think it's interesting that this questionnaire came from St. Paul, rather than from the Itasca area itself. Perhaps we should strive for more local planning and less bureaucratic centralization.

- I apologize for how long it took me to finish this.

- Have served on Mississippi Headwater Board --- Member of County Planning and Zoning Board. Member of Itasca State park Advisory Board.

- It has been a very difficult time for the park and it's surrounding communities this past week because of the storm that took down thousands of trees- Did we all try to work together- I think so.

- Itasca, certainly one of the great parks rivaling the great western National Parks in my view, needs the same kind of care and concern one gives any cherished object. The headwaters of the Mississippi and the ensuing history surrounding it, is truly unique and must be preserved and interpreted in it's entirety. The Minnesota State Park system, second-oldest in the world, needs an immediate infusion of funds, and in constant supply to maintain and advance the historical and natural wonders of this state. There is simply no other way. We have tried "creative" park management, let us infuse the park spirit into everyone, especially the DNR, and move forward with the necessary funds, attitude, and vision to do it right.

- Itasca Park became a reality in 1891, largely to protect old pine trees, the head water of the Mississippi river and the wildlife. These, I feel, are the main attractions that people come to see. I feel that the park should make a major effort to replant more pine trees. We are already at least 50 years behind now, on this. There seems to be a fair amount of traffic on the Wilderness Drive. It may be a good idea to have one or two more limited drives, one to the west and one to the east.

- Our main concern is that the state doesn't cut back on funding so the park deteriorates. It is such a special, unique Minnesota treasure and it would be extremely foolish for the state to lose this resource by under funding it's needs.

- It seems to me a good job is being done at Itasca State Park.

- When will management plan be presented/ completed?

- Whoever chooses the merchandise at the Headwaters Gift Shop and Forest Inn does a super job. The merchandise reflects Minnesota's wealth of resources but is not tacky or junky.

- We live close to the park and feel it contributes a great deal to our lives. We have biked, camped, hiked, camped and attended many programs in the park, and shared these activities with people who visit us.

APPENDIX C:

Open-Ended Responses to Tettegouche State Park Questionnaire

Question 1: In the space below, we would like you to tell us what you feel are some of the specific benefits Tettegouche State Park provides to your community and the people who live here.

Community Residents (not members of the Advisory Committee)

- Public access to part of the North Shore and Superior Uplands.

- Access to beautiful area's of our state that most people would never get to see. This is made possible through a network of snowmobile, ATV, skiing, and hiking trails. The Park is unique because you can do so many different things all in any given time - snowmobile -- hunt, fish, hike.

- A day use area with scenery and good hiking both on the shore and inland. Wonderful forest for viewing fall colors for both residents and visitors. Preserves North Shore history (Tettegouche Camp) and natural beauty which gives meaning to the "sense of place" in which we live.

- The only direct benefits I feel the park gives my community is a couple of jobs and maybe some tourist spend some money on their way to visit this park.

- It is a boost to our economy. Employment opportunities for adults and students. The campground and park make Silver Bay a destination for people on vacation.

- Creates jobs --- shows off some of areas features. Attracts tourists and their dollars. Allows people to enjoy a beautiful park. Close to their home.

- a. Hiking
  b. Camping
  c. Very beautiful, especially the sea cliffs along Lake Superior, especially Shovel Point.
  d. cross-country skiing
  e. waterfalls.

- "Permanently" protected natural open space in a scenic environment. This will increasingly become a more unique characteristic.

- The park provides employment to local people especially in the summertime. It also brings a lot of tourists to the area who spend money at our local businesses.

- I think there is a general feeling of pride that people here have to be able to live and work in an area like this. Tettegouche provides: A place to bring visiting friends, relatives. A place

to relax without traveling a long ways. Programs for area organizations. Information on statewide DNR Parks and Recreation. Jobs for area residents.

- Focusing accessibility to the natural environment. Stopping the tourist in our area. Coordinating park activities with community activities.

- Employees some seniors. Brings tourists into area.

- A nice place to hike and get to the lake.

- Tettegouche State Park provides a beautiful area with wonderful facilities for local people to utilize and enjoy when they wish to camp, explore beautiful scenery, picnic, exercise, etc. The park attracts thousands of interesting little bugs, commonly called tourists to our area, year round. We all love them because they spend money in our area. Sometimes (but rarely) they "bug us,' hence the term bugs. I am a garbage man and I visit the park regularly to pick up garbage produced by tourists, of course. (My business is always picking up and I'm always at your disposal.) The money I make sometimes permits me to be a 'tourist bug' and visit parks in other areas. My wife being a minister, baptized a baby once in the beautiful Baptism River, in the park. Tettegouche Park provides a beautiful habitat for wildlife. It provides beautiful trails for exercise and sightseeing.

- A great place to take your family. The clean and well stocked rest room are another benefit. The people at the park are helpful.

- A nice place to go with easy access for those unable to do strenuous activities. Place to hike and ski and snow show.

Advisory Committee Members

- The Park is a stop for people coming to the North Shore. Some people do shop in Silver Bay and buy gas. Would Silver Bay be better off if there was no park? We would lose a place to swim and fish but would not see much difference in people coming to Silver Bay.

- In Tettegouche the local community has been provided with a sort of refuge. It is a place where the afflictions of a developing society and the consumption of economical progression are, by and large off limits. I think, in the end, that this matters most of all. If we are going to preserve our sanity we have to have places where we can still find it.

- It gives our guests a chance to have a quick trip into an area resembling the BWCA without all the hassle and still be close to support facilities - housing, medical and restaurants. It also lets people get a good look at Lake Superior.

- Provides access to unique rock climbing, sea kayaking, and whitewater (river) opportunities that are found nowhere else in the world. Provides extensive educational opportunities (regarding above) plus ecological education for several formal outdoor education agencies in the surrounding area. Tettegouche seems to be regarded as the "pristine" or "serene" park to visit. It seems to be regarded as more special than the other local parks - i.e., Gooseberry, Split Rock, Jay Cooke.

- The MHD rest stop in conjunction with the park is a big plus to motorists on the shore. No doubt some park visitors frequent area merchants and services.

- To me personally, Tettegouche is a unique and wonderful area that has been set aside so that it can remain a natural area without being altered or affected by human mechanized activity. I regularly use different parts of Tettegouche for recreation purposes. I live north of the park so normally I enter the park by trail and do not encounter any of the park staff. I purchase a park sticker every year anyway for walks to Shovel Point and other state parks. My local community, however, possible doesn't share my feelings. Many locals remember when most of the park was private or county tax forfeit land and they could do whatever they pleased in this area without paying any money or being restricted by laws. As more pressure is placed on wildlands and more land is developed, the value of Tettegouche will be seen. I do not drink that the community's image of Tettegouche will favorably change until locals are negatively effected by privately owned lands with NO TRESPASSING signs on them. This attitude is slowly changing but as yet, I do not think that the local community sees many benefits of the park.

- Preserved an area which locally has been enjoyed for years before there was a park. The park has increased tourism and the economy of the region. The park has been a willing partner in helping to sponsor local events, involved in ski races, parades, etc. ... The park has provided valuable employment to local residents.

- It is, so far, a fairly isolated area, where a person can go to get away from people. It provides a place where we can bring visiting friends --- and relatives -- show them a unique place in our own back yard.

- A place to escape to the natural order.

- A few more tourism dollars at the expense of building structures too close to the lake and river, not in compliance with local zoning setbacks. Poor posturing!

- Preserve an area of interest. Prevent the build-up of "commercial stop." Present a recreational environment. Provide an economic spin off. Provide limited employment. Present a learning experience.

- A setting that is natural, historic, awesome in beauty, and provides a multiple of recreation adventure. A site and base for education and preservation.

- This State Park provides a place where locals and tourists alike can spend an hour, a day, or a week viewing and communing with nature at its finest. The ever-changing face of Lake Superior, the cliffs and rocky points with their dressings of numerous varieties of lichens, the inland lakes and hills, provide some of the most spectacular scenery that anyone could ever hope to see. Many of our guests are frequent visitors who spend a lot of money in the area. The economy of the area depends a lot on these tourist dollars.

Question 3: Other possible benefits respondents listed other than those listed in question 2.

Community Residents (not members of the Advisory Committee)

- Enjoy the beautiful park.

- A place to go to.
  Photo opportunities.
  Fishing.
  Snowmobiling.
  Skiing.
  Provide temporary jobs.
  Provide permanent jobs.

Advisory Committee

- Possible unique outdoor opportunity, but you must be able to walk long distance other than the main park office.

- Preservation of a large tract of public land.
  As a place that allows us exposure to a natural environment so that we might become more familiar with it, to appreciate it more and desire to - in the future- be better stewards of all lands.
  An opportunity to explore and discover.
  A place to escape to.

- Preserves a valuable local resources for current and future generations.
  Provides local employment.
  Increases tourism and economic base.
  Made Tettegouche Camp open to public access (was private).
  The park has become a member of our small community.
  The park has shown flexibility and has taken a stance of growing with our community instead of being dictatorial.

Question 5: In what ways do you feel Tettegouche State Park staff are helping people achieve these benefits? (Please be specific.)

Community Residents (not members of the Advisory Committee)

- By maintaining the existing trail systems to allow greater use by a wider variety of people.
- Maintaining trails. Providing interpretive material.
- They are hiring Silver Bay residents and attracting tourists to our area.
- Local residents have been hired. Staff take pride in park and enjoy the park's many recreation opportunities. Staff let visitors know about attractions and business outside the park Staff have constructed walkways and trail construction. Has been monitored to watch and protect the environment and ecosystems.
- Camping areas. Hiking trails.
- Well maintained trails for hiking and a beautiful view of Lake Superior at Baptism River.
- As President of the Bay Area Historical Society and manager of the Silver Bay Information Building I have called on Tettegouche staff many times for programs information, questions answered.
- By maintaining trails and signs and informing the public about the special aspects of the North Shore.
- Staff works with us in everything we sponsor. Used to sponsor ski race, ski club. Dropped it.
- By explaining to them so they get the information from the right source.
- State park staff do an excellent job of providing tourist information. They keep the facilities clean and maintained. They manicure the camping area. They provide users of the park with their needs as much as possible. They are friendly. It is quite obvious to everyone who uses the park that staff are very proud of the resources they oversee.
- Accessibility. Advertising. Knowledge of the area.

Advisory Committee

- By concentrating development and high use to specific areas and allowing a greater portion of the park's interior to remain somewhat remote.

- a. Besides hiring local people that know the area, the staff has made the park features available without destroying the natural aspects.
  b. Making trails to special points of interest.
  c. Allowing existing trails in Area #2 for snowmobile use.

- Very open-minded and far-sighted in ensuring that Park integrity is maintained while striving to positively meet human demands on the resource. Work exceptionally well with outside agencies and communities in preserving Parks unique attributes while striving for an ethical balance of recreation user demands. Appreciate both the community wants/needs and the Park qualities.

- The staff seems to be most concerned with providing and improving amenities to visitors of the park.

- By keeping a hand's off policy for the most part in Zone 2.

- I feel we are fortunate to have caring and concerned park staff. The staff has an open mind and is willing to flex on areas of local concern.

- I believe the staff is doing a good job in helping visitors to the park have an enjoyable experience. They do not need to reach out to locals to explain benefits of Tettegouche.

- Answering questions, maintaining the facility.

- The Park staff are trying through the Tettegouche Park advisory board. But, somehow I feel too much pressure from the state bureaucrats.

- are informative; are schooled/trained; are knowledgeable; are professional; are personable; move out and into the community; provide educational opportunity; possess educational and informative materials.

- Their promotion of the park thru their personal involvement in community services, programs, and dedication as resource personnel.

- Providing and staffing the interpretive center. Trail construction and maintenance.

Question 6: What are Park Staff not doing that you think they should do to help people achieve these benefits? (Please be specific.)

Community Members (not members of the Advisory Committee)

- Need more of the Park opened up for access to more dm just hikers and snowmobilers.
- Better natural and cultural history information and interpretation.
- Staff could maybe invite more local clubs and groups out to the park.
- They need to have kayak campsites along Lake Superior.
- This may be in the planning stages but I would like to see more development on the cultural aspects of the Park to draw those people who may not be into hiking, skiing tours to Tettegouche Camp or 3M Site. Some restoration of 3M site.
- They should learn how to control the weather.
- Grooming of sld trails could be better.

Advisory Committee

- They could move to Silver Bay. Both top guns are driving 30 miles each way. Is that because Silver Bay is so bad?
- I still think there is an underlying notion that it is somehow the park's purpose to entertain as many people as possible. The opportunities to experience the things that I believe are most important already exist. The key is in realizing and recognizing this so that the conditions that make this possible can be perpetuated.
- The existing facilities at Bean and Bear lake should be improved for local youth and Superior Hiking Trail users.
- Perhaps striving too hard to meet <u>all</u> recreation user demands.
- Being certain that recreational opportunities are being provided <u>equally</u> to over night and day use visitors. Cabin renters have privileges not available to day users.
- I have a feeling that grassroots management styles conflict with upper bureaucrats job security, and I feel the persons in the field have a better concept of what will work the best for their park- I say giving the ranger more authority and less paper work will give the best results.

- Not maintaining the facility to the maximum level.

- Work more closely with local planning and zoning so that the people in the area feel the state is complying with the scenic rules as it is. Stop paying outrageous inflated prices for land with our money. Especially the price of the purchase from Minnesota Council of Parks and Trails of Illgen Falls.

- Do not have opportunity /or means to go out more into the schools and public so as to educate and inform.

APPENDIX D:

Identifying and Managing for Community Benefits in Minnesota State Parks

MANUSCRIPT TITLE:

Identifying and Managing for Community Benefits in Minnesota State Parks

Taylor V. Stein, Dorothy H. Anderson, and Dennis Thompson[1]

Abstract: This paper reports on a study that used quantitative and qualitative methods to identify how two state parks in northern Minnesota benefit rural communities. It is based off the emerging recreation resource management framework known as benefits based management (BBM), which requires recreation managers and planners to consider all the potential benefits recreation areas can potentially provide to society. Mail-back questionnaires were used to identify important community benefits and management techniques that can better provide for important benefits. Results show parks benefit communities both economically and non-economically, and the park/community relationship plays an intricate role in determining how a park will benefit a community. A model used to incorporate community benefits into the BBM framework is proposed as well as management implications and future research recommendations.

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Introduction

Recreation in outdoor areas, such as parks, provides a wide range of benefits to individuals visiting the parks and to those living in the surrounding communities. Recreation researchers have spent an enormous amount of their time and talent carefully identifying the types of benefits realized by visitors while recreating in wildland recreation areas (Bruns et al., 1994). These research findings have changed the way in which public recreation policy makers and administrators think about, plan, and manage wildland recreation areas. However, recreation opportunities in wildland recreation areas also provide a wide range of benefits to nearby communities. These benefits, especially noneconomic benefits, have often been overlooked by recreation researchers.

This paper reports on a research effort to identify how rural communities in northern Minnesota benefit noneconomically and economically from nearby state parks. Since research of community benefits is relatively new, this study takes a grounded theory, naturalistic approach to understanding the concept. Specifically, it identifies benefits community residents, identified as *stakeholders,* believe a particular wildland recreation area contributes to their communities, and how important those benefits are. To better understand management's role in the production of these community benefits, stakeholders were also asked to describe management activities that provide or could better provide important community benefits.

Expanding recreation research to include community benefits is both necessary and timely. Public moneys to support agencies engaged in providing opportunities on public lands continue to dwindle. New sources of support are needed. Communities near parks are likely partners with parks in providing opportunities and realizing benefits (LaPage, 1994). Being able to articulate these benefits can increase community influence on legislators responsible for funding state park initiatives. It can also strengthen partnerships between local residents and state park managers, which can result in park management plans that are responsive to the needs of local people and communities as well as park visitors.

Background

Wildland recreation managers cannot directly produce benefits. They can only produce opportunities for people to realize benefits (Lee and Driver, 1992; Stein and Lee, 1995). Communities and parks, or other wildland recreation areas such as long distance trails and county, state, or federal forest lands, often have a symbiotic relationship with each other. Examining how communities benefit from wildland recreation fits well into the new management framework known as benefits based management (BBM). In the past, recreation research and management focused strictly

on the individual. For example, the recreation opportunity spectrum, which is an experienced based management framework, concentrates on the individual's experience (e.g., solitude stress reduction, affiliation), while engaged in recreation. BBM moves beyond experience based frameworks to include benefits. For example, how do individuals benefit in the short and long run from their recreational experiences? By adding community benefits, BBM broadens and enhances the scope of the recreation profession.

A benefit is defined as a desirable change of state and/or an improved condition of: an individual, a group of individuals, a society, or even nonhuman organisms (Driver et al., 1987a). BBM requires an explicit definition of what value is added to visitors' lives from their recreation experiences. It also allows managers to expand their thinking beyond the recreation visitor, who receives direct recreation benefits, to larger social groups who receive more indirect benefits from recreation. Managers actively consider individuals living in nearby communities who might not have directly participated in a recreation engagement, but who might still realize benefits from the wildland recreation area (Driver and Bruns, in press). Through manipulating the setting and working with local communities, managers can directly or indirectly create opportunities for communities to benefit (Brown, 1984). For example, parks provide employment opportunities for nearby communities, which directly benefit these communities. Parks also serve to protect and preserve the natural landscape for their biological diversity and for their wildland recreation potential. By protecting and preserving these things, people living adjacent to parks might indirectly realize increased community pride.

Brown (1984) described a benefits production process that outlines key components and the relationships between components that are important in understanding the production of recreation benefits. He designed the production process to better conceptualize *wildland recreation management*; therefore, the majority of studies that have used this production process examine the recreation visitor (Virden and Knopf, 1989; Yuan and McEwen, 1989; Stein and Lee, 1995). This study takes a different approach to understanding benefits. The process, described in terms of producing community benefits, highlights the key variables and linkages among variables that must be considered when attempting to understand how communities realize benefits from wildland recreation areas (Figure1).

Key components in the model are the community, management activities, setting, use of the setting, and community benefits. Through manipulating the physical, social, and managerial components of the setting, management creates opportunities for visitors and communities to benefit. Communities can actively take part in activities within the setting or benefit through any other interaction with the setting (e.g., receiving tourism dollars from tourists visiting the setting), but the number and type of benefits a community attains are contingent upon the opportunities managers provide.

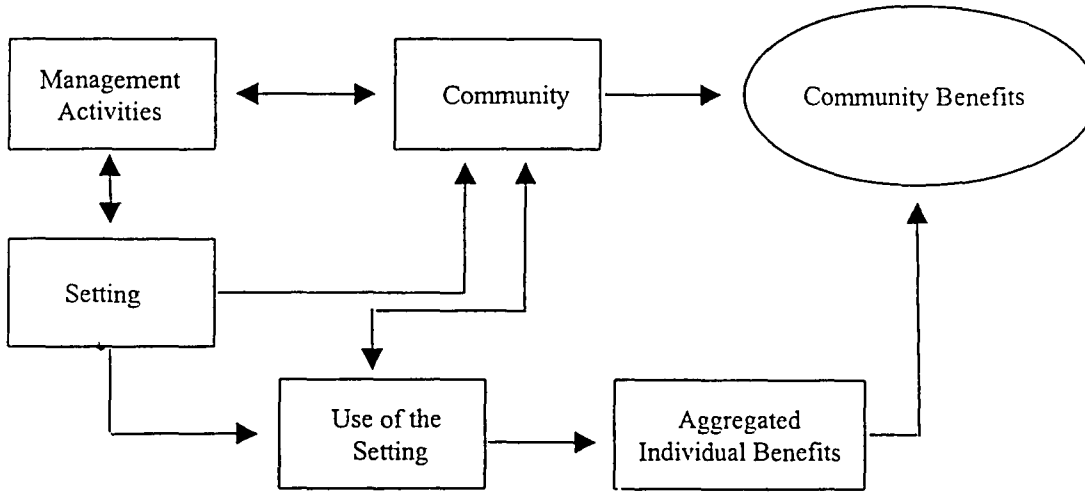

Figure 1. Community Benefits Production Process (Adapted from Brown, 1984)

Many recreation managers and researchers have accepted Brown's production process because it fits comfortably within the prevailing utilitarian philosophy of natural resource managers (Bruns et al., 1994; Stein and Lee, 1995). However, as recreation research and management becomes more sophisticated, the shortcomings of this model become apparent (Brown, 1989; Williams et al., 1992). For example, the production process compartmentalizes complex sets of variables into a simple linear format. The individual components of the model are complex systems by themselves, and the production process does not treat them as such. This study will not attempt to reduce these components into testable variables. It will take a more general approach to better understand how management, the setting, and the community interrelate to result in community benefits.

Past research efforts have focused on one specific type of benefit (economic, social, personal, and environmental) that communities might attain as a result of their location with respect to wildland recreation areas, but few studies have examined the wide variety of economic and noneconomic benefits communities might attain from wildland recreation areas. The large majority of research has concentrated on the economic benefits generated through tourism. Alward (1987) has shown that wildland recreation plays a key role in many regional economies because of tourism's role in regional economic growth and development. Moreover, tourism continues to be perceived as a potential basic industry that provides local employment opportunities, tax revenues, and economic diversity to rural communities (Long et al., 1990).

Although economic benefits are the most studied type of recreation benefit communities receive, other researchers have examined benefits not totally associated with economics. Allen and Beattie (1984) report that leisure services strongly contribute to overall feelings of satisfaction within a community. Their study assessed community members' perceptions of the relationship of seven specific leisure dimensions to community life satisfaction. They found that leisure services were a stronger predictor of overall community satisfaction than health and safety services, formal education opportunities, environmental issues, economic opportunities, public administration services, and community involvement opportunities.

Personal benefits, too, when looked at in the aggregate, may contribute to the collective community welfare (Driver et al., 1987a). Baun and Williams (1985), Ellis and Richardson (1991), and Falkenberg (1987) found that businesses that organize fitness programs report increases in their employee's physical fitness and reductions in their mental stress. In their studies, they found that improved fitness and reduced stress led to increased wage-earning potential of workers and a reduction in absenteeism resulting in lower medical costs to businesses.

By preserving natural areas for their use as wildland recreation areas and by instituting management strategies that allow natural areas to retain their natural processes, the environment might also receive benefits (Driver, 1994; Lee and Driver, 1992; Rolston, 1991). These environmental benefits could, in turn, benefit nearby communities. For example, naturally pristine areas might impart a unique identity to nearby communities (Field and Burch, 1988). Natural areas might also provide aesthetic, scientific, historical, religious/philosophical, intrinsic natural, and life support benefits to the environment and surrounding communities (Rolston, 1991).

Methods

Study Areas

For most Minnesota state parks, over half of the area within their borders is undeveloped and exists in a natural state. The remainder is developed to serve and facilitate visitors' needs, such as, access to high interest points. Itasca and Tettegouche state parks in northern Minnesota (Figure 2) were chosen for this study because they have large undeveloped areas, and they were both part of a 1993 on-site visitor benefits study. When this study began, both parks were also in the process of developing new management plans.

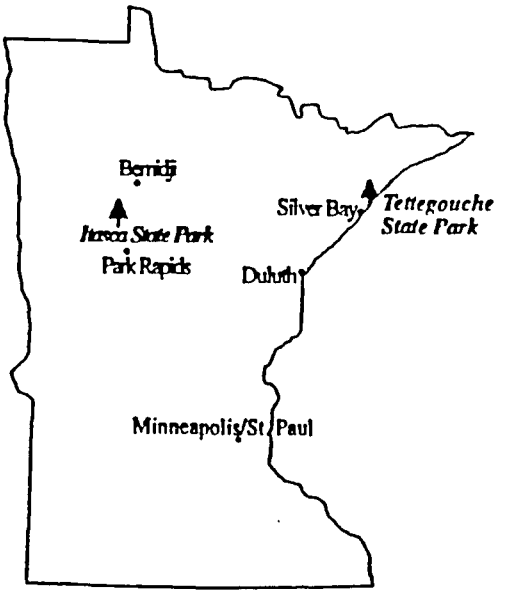

Figure 2 Study Areas

Itasca, located in central Minnesota, is best known as the park where the headwaters of the Mississippi River are found. It is also one of Minnesota's largest and most heavily used state parks (approximately 500,000 visitors/year). A majority of Itasca's visitors pass through the small communities of Park Rapids and Bemidji, which are 18 miles south and 31 miles northeast, respectively from Itasca. Several resorts and private campgrounds near the park depend on tourists attracted to Itasca for their economic well-being.

Tettegouche is one of eight Minnesota state parks found along the scenic north shore of Lake Superior. Minnesota's north shore is a primary destination spot for tourists. Approximately, 260,000 users visit the park, annually. Numerous resorts, private campgrounds and cabins are also located along the shore. Duluth, Minnesota's fourth largest city and the farthest western port on the Great Lakes, is 45 miles south of Tettegouche. Although many Duluth residents visit Tettegouche, the park primarily impacts the small town of Silver Bay, which lies just outside the park's borders.

Study Participants

Since the overall objectives of this study were to *describe* rather than predict phenomena, a purposive sampling approach was used to examine community benefits for both parks. Researchers use purposive sampling techniques when they want to

study a specific group of people (Salant and Dillman, 1994). In this case, the study examined **stakeholders** in the communities. Stakeholders are defined here as people who live close to the study areas, know about the study areas, and care about the management of those areas.

This study focused its examination on stakeholders for two reasons. First, it is a first attempt to use benefits based management in a community setting to aid recreation planning and management. Therefore, researchers used a grounded theory approach to acquire this initial understanding of community benefits. A grounded theory approach creates or refines theory through testing, refinement, or qualification of phenomena (Miles and Huberman, 1994). It is not based on testing existing theory; therefore, techniques that provide reliable, local perspectives are required. In this case, study participants knew the parks well and could provide reliable information as to how the parks benefit their communities. Second, stakeholders are people who become most involved in the planning of public wildland recreation areas (Steiner, 1994; USDA Forest Service, 1993). A major objective of this research effort was to incorporate study findings into planning and management of the state parks examined as well as to encourage future participation by these people in park planning and management. Also, these people might frequently get involved in planning and management, but managers often do not have the opportunities to scientifically examine stakeholders' attitudes and beliefs. Therefore, it was necessary that the study examine the attitudes and beliefs of those people. The latter is not to say that the general public should not have a say. Their perceptions of benefit opportunities are also important, and this study should provide a good foundation for future research to sample a cross section of community members.

Study participants were selected to be representative of people who have a definite connection with the park (e.g., tourism service providers, local educators, chamber of commerce) and who are recognized by others in the community as stakeholders. Potential participants were identified by park employees and by each park's citizen advisory committee. Each park employee and committee member was asked to generate a list of names and addresses of potential participants. Lists were compared to remove duplications. For Tettegouche, 46 community members were identified as study participants; for Itasca, 148 community members were selected as participants. Itasca had a much larger sample size than Tettegouche because more people were members of its advisory committee. Also, Itasca is the only park in the region; therefore, it garners more public interest than Tettegouche, which has six other state parks in close proximity.

Questionnaire

A questionnaire for both parks was developed to address two major questions First, participants were asked to look over a list of 24 benefits and rank order the seven most important community benefits which they perceived the park contributed. The list

of community benefits was generated by each park's citizen advisory committee and park employees using a formal nominal group process (Delbecq et al., 1975). Second, participants were asked to indicate how much either state park contributed to each of the 24 community benefits. Participants were then asked to look at each benefit and indicate the degree they believed the park contributes to the benefit (1=no contribution, 2=minor contribution, 3=moderate contribution, and 4=major contribution). Participants could also indicate they did not know how much the park contributed to a specific benefit.

Following the benefits questions, participants were asked two open-ended questions regarding management: "In what ways do you feel Itasca (or Tettegouche) State Park staff are helping people achieve these benefits?" and "What are Park staff not doing that you think they should do to help people achieve these benefits?" The list of management activities generated by study participants provided insight into how managers can provide opportunities for communities to attain benefits stakeholders believe are most important.

Every response was given a one word code that helped to assign meaning to the descriptive information provided by the participant. These codes were unique to each response and created during the analysis. Similar codes were then aggregated into ten categories. Clustering groups of qualitative data into meaningful categories sets the stage for drawing conclusions (Miles and Huberman, 1994).

Response Rate. Following Dillman's (1978) suggestions, study participants were sent one questionnaire and two follow-up questionnaires. For Tettegouche, 68% of respondents returned questionnaires (31 people), and 69% of Itasca respondents (101 people) returned questionnaires.

What Was Learned

Both descriptive statistics and categorical data analysis techniques were used to attain an understanding of stakeholders' perceived community benefits and management techniques that could create beneficial opportunities for communities. The results from the quantitative data analysis regarding the community benefits data will be discussed first. Next, stakeholders' descriptions of management activities that result in community benefits will be integrated with the benefits data to identify key themes.

Benefits

For each of the 24 benefits, researchers used individual scores to calculate **importance** scores for each benefit. These scores were then used to determine the most important community benefits. As noted earlier, each respondent picked and rank ordered the seven most important benefits from the list that he or she thought the park contributed to. The benefit each respondent listed as most important and ranked number one was assigned a score of seven. The benefit each respondent ranked as the second most important was assigned a score of six. This procedure was followed so that the benefit they ranked as seventh most important was assigned a value of one. Value scores

for each benefit were then summed to find the seven most important community benefits. These benefits were considered the essential "core" group that stakeholders look to their parks to help deliver.

When identifying the top seven most important benefits for the two parks, results show Itasca and Tettegouche stakeholders selected almost the same set of benefits (Tables 1 and 2). Six of the parks' seven most important benefits were the same. However, the order of importance of the benefits differed between Itasca and Tettegouche.

Both groups of stakeholders believed benefits relating to the natural environment were important. Five of the seven benefits specifically mentioned the natural ecosystem, nature, or the outdoors. Both Itasca and Tettegouche stakeholders listed the benefit *a*

Table 1 Most Important Benefits for Itasca State Park

Community Benefit	Importance Score[1]
A chance to attract tourism dollars to the community	307
A place to preserve/conserve various natural and unique ecosystems	267
A chance to experience unique outdoor recreation opportunities	209
A natural setting in which your community takes great pride	207
A greater understanding of your natural environment	190
A feeling that your community is a special place to live	185
A sense of security that the natural environment will not be lost	155

[1] Each respondent picked and rank ordered the seven most important benefits from the list that he or she thought the park contributed to. The benefit each respondent listed as most important and ranked number one was assigned a score of seven, the second most important benefit was assigned a score of six, and on down to the seventh most important, which received a score of one. Value scores for each benefit were then summed to give each benefit an overall importance score.

Table 2 Most Important Benefits for Tettegouche State Park

Community Benefit	Importance Score[1]
A chance to experience unique outdoor recreation opportunities	94
A place to preserve/conserve various natural and unique ecosystems	72
A sense of security that the natural environment will not be lost	65
A chance for local people to maintain an outdoor-oriented lifestyle	57
A chance to attract tourism dollars to the community	43
A feeling that your community is a special place to live	41
A natural setting in which your community takes great pride	41

[1] Each respondent picked and rank ordered the seven most important benefits from the list that he or she thought the park contributed to. The benefit each respondent listed as most important and ranked number one was assigned a score of seven, the second most important benefit was assigned a score of six, and on down to the seventh most important, which received a score of one. Value scores for each benefit were then summed to give each benefit an overall importance score.

place to preserve/conserve various natural and unique ecosystems as their second most important benefit. Also, Tettegouche stakeholders gave the benefit *a chance to experience unique outdoor recreation opportunities* the highest importance score. Itasca stakeholders also listed it high --- giving it their third highest score.

Although the list of seven most important benefits stressed the natural environment, both Itasca and Tettegouche stakeholders indicated the parks could contribute to other important community benefits. Itasca stakeholders placed the most importance in the benefit *a chance to attract tourism dollars to their community.* Tettegouche stakeholders rated it the fifth most important benefit. Both groups of stakeholders also listed the benefit *a feeling that your community is a special place to live* as their sixth most important benefit --- a benefit that relates more to people's overall feelings of their community rather than having to do with the environment or economics.

Each park had one unique community benefit in the top seven not found on the other park's list. Itasca stakeholders listed the benefit *a greater understanding of your natural environment* as one of their seven most important. Tettegouche stakeholders, on the other hand, listed *a chance for local people to maintain an outdoor-oriented lifestyle* as one of their seven most important benefits.

Next, the researchers looked at how much the parks **contributed** to the seven most important benefits (Tables 3 and 4). These results show stakeholders of both parks believed Itasca and Tettegouche state parks contribute to the seven community benefits

Table 3. Means and Percentages of Itasca State Park's Contribution to Community Benefits

Community Benefit	Sample Size	Contribution to Benefits				Mean[1]
		No	Minor	Moderate	Major	
A chance to attract tourism dollars to the community	92	1%	3%	13%	83%	3.8
A place to preserve/conserve various natural and unique ecosystems	94	1	5	13	81	3.7
A chance to experience unique outdoor recreation opportunities	99	4	3	29	64	3.5
A natural setting in which your community takes great pride	96	1	9	23	67	3.6
A greater understanding of your natural environment	98	3	12	34	51	3.3
A feeling that your community is a special place to live	99	0	11	28	61	3.5
A sense of security that the natural environment will not be lost	97	5	11	33	51	3.3

[1] 1 = No Contribution, 2 = Minor Contribution, 3 = Moderate Contribution, 4 = Major Contribution

Table 4. Means and Percentages of Tettegouche State Park's Contribution to Community Benefits

Community Benefit	Sample Size	Contribution to Benefits				Mean[1]
		No	Minor	Moderate	Major	
A place to preserve/conserve various natural and unique ecosystems	28	4	7	25	64	3.5
A chance to experience unique outdoor recreation opportunities	29	3	10	35	52	3.3
A chance for local people to maintain an outdoor oriented lifestyle	30	0	17	33	50	3.3
A chance to attract tourism dollars to the community	29	3	10	48	38	3.2
A feeling that your community is a special place to live	28	7	11	39	43	3.2
A natural setting in which your community takes great pride	29	10	17	28	45	3.1
A sense of security that the natural environment will not be lost	28	11	11	36	43	3.1

[1] 1 = No Contribution, 2 = Minor Contribution, 3 = Moderate Contribution, 4 = Major Contribution

identified as the most important. Contribution mean scores for the seven most important community benefits were all greater than 3.0 (i.e., moderate contribution). Also, a majority of the stakeholders for Itasca and Tettegouche state parks said the parks provided at least a moderate contribution to all the important benefits.

Itasca stakeholders felt the park contributed the most to the benefits they identified as their two most important --- *a chance to attract tourism dollars to the community* (84% indicating Itasca provides a major contribution to the benefit) and *a place to preserve/conserve various natural and unique ecosystems* (81% indicating Itasca provides a major contribution). *A greater understanding of your natural environment* and *a sense of security that the natural environment will not be lost* received the lowest contribution means (both received means of 3.3), but still over 80% of the respondents said Itasca provided at least a moderate contribution to these benefits.

In contrast to Itasca stakeholders, Tettegouche's study respondents believed their park contributes less to their most important community benefits. However, Tettegouche stakeholders still gave the park high marks for its contribution to important benefits. Almost 90% of Tettegouche's stakeholders said the park provided either a moderate or major contribution to the benefit *a place to preserve/conserve various natural and unique ecosystems*. This benefit also received the highest contribution mean for Tettegouche stakeholders (3.5). Also, over 80% of the respondents said Tettegouche provided at least a moderate contribution to *a chance to experience unique outdoor recreation opportunities* and *a chance for local **people to maintain an** outdoor oriented lifestyle* (means of 3.3 for both). Tettegouche State Park stakeholders gave the benefit, *a sense of security that the natural environment will not be lost* the lowest contribution mean (3.1), which tied with the contribution mean for the benefit *a natural setting in which your community takes great pride.*

Themes

To understand how managers can continue to provide and increase their contribution to important community benefits, a simple form of categorical analysis was used to analyze participants' descriptions of management. The open-ended nature of the questions allowed study participants to write anything they believed helped to provide for community benefits. They referred to a variety of management activities, but they used broad statements to describe these activities. Since the benefits they believed were important and being contributed to were abstract, broad descriptions of park management were expected.

As mentioned earlier, participants' descriptions of management were coded and then categorized into ten different categories. These categories emerged through the analysis of the data and were not defined prior to the analysis. They included:

1. Communicate with community
2. Provide facilities
3. Interact with community
4. Provide jobs
5. Maintain facilities
6. Market park/region
7. Develop nature programs/education

8. Partner with community members/organizations
9. Protect resource
10. Maintain skillful/friendly staff

Analysis of participants' text showed that some categories of management were stressed above others. Also, differences between Itasca's stakeholders and Tettegouche's stakeholders were apparent in the textual data and were used to develop four overall themes of the study.

Taken alone, the analysis of stakeholders' perceptions of important benefits and the analysis of their descriptions of management that would help provide these benefits do not adequately describe how communities benefit from nearby state parks. Therefore, the community benefits data and descriptions of management were integrated to identify key themes or patterns that would provide for a more holistic understanding of how communities benefit from near-by state parks. Integrating the findings of both parts of the study resulted in four themes or patterns. These themes are described in terms of how managers can work with the physical, social, and managerial components of the setting to provide opportunities for communities to attain important benefits. They extend the managers' role outside the parks' boundaries to the communities and surrounding region. The setting concept, which includes physical, social, and managerial components, is expanded from past wildland recreation research to include more than the area within the park boundaries.

Theme 1: Importance of Natural Environment --- the Physical Setting

The quantitative benefits data show Itasca and Tettegouche stakeholders believe benefits associated with nature were important and being contributed to through park management. These results also point to specific reasons why stakeholders believe a natural environment benefits their community. They rated benefits important that addressed participating in diverse wildland recreation opportunities and gaining a greater understanding of the environment. All of these benefits are dependent upon the natural environment. Analysis of the qualitative descriptions of management help to clarify nature's role in acting as an opportunity for residents to benefit.

Itasca. Itasca stakeholders listed the benefit *a greater understanding of your natural environment* as their fifth most important benefit. Also, many of their management comments fell under the category *develop nature programs/education.* These results provide evidence that Itasca stakeholders have a strong desire to learn about nature, and they want Itasca managers to provide environmental education programs within the park and within their communities. One stakeholder offered the following as an example of what park managers could do to better help his or her community attain these two important benefits:

> *I feel that the park management could do more in the area of outdoor educational program for school districts within a fifty mile radius that could take advantage of the park setting or bring the proper experts from the park to the school district to help make students more aware of every aspect of the park, especially its ecology.*

Tettegouche. Tettegouche stakeholders indicated how important the natural environment is to them by stressing the importance of providing opportunities to experience and benefit from a general outdoor-oriented lifestyle. Their descriptions of providing and maintaining facilities that better allow people access to the park emphasize their desires to actively use the park. As one respondent noted, management helps to provide community benefits when:

> *They keep the facilities clean and maintained. They manicure the camping area. They provide users of the park with their needs as much as possible.*

Another Tettegouche stakeholder said:

> *Need more of the Park opened up for access to more than just hikers and snowmobilers.*

As illustrated by these quotes, many Tettegouche stakeholders described management actions that are not necessarily associated with natural areas (i.e., manicured areas and more access). Although Tettegouche stakeholders believe a natural environment is important, apparently they also believe that benefits such as *a chance to experience unique wildland recreation opportunities* or *a natural setting in which your community takes great pride* can be attained in a modified natural area.

Theme 2: Perception of Park Visitors --- Social Setting

Both groups of stakeholders placed a high level of importance on parks as places to attract tourism dollars, but Itasca's and Tettegouche's stakeholders differed when they described park managements' role in serving visitors.

Itasca. According to one Itasca stakeholder:

> *Market! Market! Market! Tell our story! We need to put together a three county (i.e., Hubbard/Beltrami/Clearwater) and Island Park brochure to advertise services/gift shops/educational programs/recreational activities in the area with prices. If I really want to go to a place, I want to know what it will cost. No price! No interest!*

According to this stakeholder, who considers the economic revenue generated from increased tourism as important, attracting visitors to the region is a primary concern, and the region, as a whole, should work together to conduct this marketing approach. Many of the other comments that addressed attracting tourists to the area and that fell under the *market park/region* category spoke of the economic benefits marketing brings to their community. However, economics is not the only motivation behind marketing as noted by another Itasca stakeholder who said:

> *I travel to the Cities often and meet with people throughout the state and they ask where Bagley is at [sic]. I say just north of Itasca Park.*

They don't know where that is. I tell them Bemidji, where Babe and the Ox are, and they say 'Oh, yes, I've been there.'

As shown in the benefits findings, Itasca stakeholders thought that *a feeling that your community is a special place to live* and *a natural setting in which your community takes great pride*, were important benefits to which Itasca State Park contributed. Knowing that other people understand the significance of their region was important to them, and they believed marketing would help improve the opportunity to attain these benefits.

Tettegouche. When Tettegouche stakeholders addressed increased visitation in their region, they expressed a distrust in management and a desire for managers to control visitors. They believed attracting tourism dollars to the community was the fifth most important community benefit, but the majority of stakeholders' management descriptions that were placed in the *market park/region* category addressed the need for managers to avoid losing sight of the local communities. For example, one member of the Tettegouche advisory committee said,

I still think there is an underlying notion that it is somehow the park's purpose to entertain as many people as possible. The opportunities to experience the things that I believe are most important already exist. The key is in realizing and recognizing this so that the conditions that make this possible can be perpetuated.

Another stakeholder expressed concern when he or she said:

Being certain that recreation opportunities are being provided equally to over night and day use visitors. Cabin renters have privileges not available to day users.

As opposed to Itasca stakeholders, Tettegouche study participants voiced concern about marketing and managing for more visitors. Not one Tettegouche stakeholder wrote about the need for increased marketing when addressing what park staff should do to provide benefits whereas Itasca stakeholders strongly stressed the need for marketing. In other words, Tettegouche stakeholders believe tourists help to supply important economic benefits, but they did not believe that visitors are inherently good for their communities.

Theme 3: Management's Role --- Managerial Setting

The benefit results show stakeholders believe both parks were doing a good job of providing benefits to their communities. Study participants of both parks continually discussed interacting with the parks' management and staff. However, they did not stress a great desire to participate in the decision making. Advisory committee members, who were involved in assisting in the development of both Itasca's and Tettegouche's park plans, were the only people who wrote about public participation in the decision making of the parks, and, even their public participation comments were rare. Only five people commented that the advisory committee helped to provide communities with desired benefits for Itasca, and only one person commented on Tettegouche's advisory

committee. Due to the lack of participants' description of cooperative planning and decision making, it can be assumed that it is not a technique these people automatically believe helps contribute to providing community benefits.

Itasca. Stakeholders appreciated the existing and current interaction between Itasca and communities. In fact, Itasca stakeholders stressed this interaction and programming for local communities more than any other aspect of management. For example one Itasca stakeholder said:

> *Programs offered in the park and pride of park staff in the park contribute to the appreciation of its natural beauty.*

A member of Itasca's advisory committee said:

> *There is a sincere outreach of the management to private citizens. And, those who are routed in the area as well, or business concerns, are responding with eager support. This can do nothing but boost management goals which are regarded as mutual interest to those involved.*

Tettegouche. Tettegouche stakeholders were also supportive of the continued interaction with local communities. However, unlike Itasca respondents, Tettegouche stakeholders descriptions of management tended to be more specific in what they liked and wanted from park managers. For example, one member of the advisory committee commented on the staff by writing:

> *I feel we are fortunate to have caring and concerned park staff. The staff has an open mind and is willing to flex on areas of local concern.*

Another stakeholder wrote of a local area of concern that improved communication with the public could help alleviate:

> (Managers should) *work more closely with local planning and zoning, so that the people in the area feel that the state is complying with the scenic rules as it is.*

The type of comments, which this quote is an example of, address specific issues and policies, and they indicate Tettegouche stakeholders have a more personal connection with the park and the park's staff than do Itasca stakeholders. For Tettegouche, stakeholders management comments within the category *interact with community* often addressed specific areas or issues of the park and manager personalities. When Itasca participants wrote about park managers interacting with the community, their comments were worded in general terms about local programming issues.

Theme 4: Importance of the Community/Park Relationship

Community benefits are related to how community residents perceive a wildland recreation area's role in their region. This final theme is an over-arching finding of the study. The first three themes all provide evidence that it is impossible to reduce the

setting and community into their respective parts. A more holistic interpretation of their relationship is required to understand how wildland recreation areas benefit surrounding communities. Benefits are produced through this relationship and help develop and refine the community/park relationship.

The seven benefits stakeholders defined as their most important help to *define* the communities' relationship to the park. Most of these benefits are directly connected to the natural environment, and participants believe parks serve an important role in maintaining this environment. Also, the parks help residents feel a particular way about their communities. For example, stakeholders indicated the parks contributed to *a feeling that your community is a special place to live.* Neither Itasca nor Tettegouche state parks could effectively provide this opportunity to other communities outside their region.

Itasca. As discussed above, Itasca stakeholders' description of management begin to show these people considered the park to be an important part of the region, but their comments did not indicate that Itasca stakeholders have as close a connection to the park as Tettegouche stakeholders had with their park. According to the management activities participants stressed, Itasca stakeholders attained most of their important benefits through park programs. They wanted managers and staff to provide special programs either in their communities or at the park, so local community members could attain these benefits. Moreover, they wanted a better understanding of the natural environment, and they wanted park managers to actively help them get this understanding through park programs. For example, one stakeholder spoke of the park's separation from communities when he or she said:

> *The park still tends to be an 'isolated' tourist attraction. Although a very important economic resource, I would guess that local people do not visit the park much. Much more emphasis should be placed on the neighboring communities and providing incentives to participate. State facilities, agencies and employees tend to be isolated from the locals.*

Tettegouche. Conversely, Tettegouche stakeholders' management descriptions indicate they had a personal relationship with the park. This can partly be explained by their close proximity to the area. A majority of the participants lived within ten miles of the park; therefore, they specifically used that area for wildland recreation. Also, Tettegouche State Park started out as a small state park in 1945 and has gradually acquired surrounding land since it was created. Many of the stakeholders visited the land currently under state park jurisdiction before it was acquired by the park. To them, park management was the new entity created from their land.

However, these factors only partly explain the close relationship Tettegouche stakeholders have with the park. They help explain why local residents feel close to the park, but they do not address what people get from this close relationship (i.e., how they benefit). That they placed a high level of importance on *a chance for local people to maintain an outdoor-oriented lifestyle*, also helps to explain this close relationship. For most study participants, Tettegouche was the most accessible natural area in the region. Access to the park was important because it allows them to maintain their lifestyle of choice. One Tettegouche advisory committee member spoke of locals' knowledge of the park by saying:

I believe the staff is doing a good job in helping visitors to the park have an enjoyable experience. They do not need to reach out to locals to explain benefits of Tettegouche.

This person's comments along with other study participants' descriptions of management show Tettegouche stakeholders appreciate the work of the managers, but they believe local communities do not need the staff to help them understand the benefits they can attain from the park. Conversely, Itasca stakeholders' emphasis on park programming and outreach show these stakeholders had a strong desire for the park to come to them. They want managers to tell them and other community residents how to use the park and what the park can do for them.

Discussion

This study investigates the non-economic and economic benefits communities attain from a wildland recreation area. The grounded theory approach used to study these benefits illuminated the importance of the overall relationship communities have with the area when attempting to understand community benefits. Although specific community benefits can be identified, this study shows that the benefits must be examined within the context of the community/park relationship.

Brown's (1984) benefits production process lays out the important components necessary to understanding the production of all recreation benefits. However, the process' was initially designed with a focus on understanding recreation visitor experiences and benefits. A variety of research projects have used these concepts to study visitors' experiences and benefits (Virden and Knopf, 1989; Yuan and McEwen, 1989; Stein and Lee, 1995). In contrast to these visitor studies, this investigation of communities shows Brown's production process does not adequately account for the concepts associated with community benefits. The community/park relationship is of prime importance, and this relationship is not included in Brown's production process.

The findings of this study resulted in the proposed model that forms a more holistic understanding of community benefits (Figure 3). The model accounts for the major components Brown described, but it does not compartmentalize these concepts into specific linear relationships. It would be impossible to do this given the multitude of biophysical and social variables associated with the model.

The two circles represent the key components necessary to understanding community benefits: the setting and the community. Where these circles converge represents the community's interaction with the setting. This interaction component implies community members need not participate in specific activities within the setting; however, it shows that the community must have some sort of relationship with the setting before a community can receive benefits from a particular area.

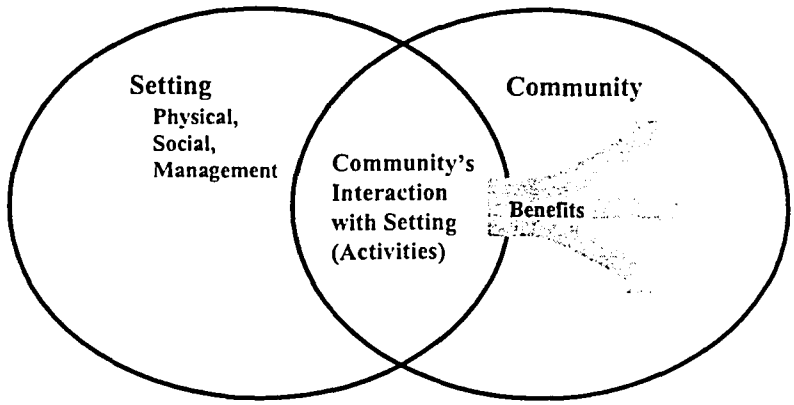

Figure 3. Holistic Model of Community Benefits Production Process

Without describing specific relationships, this **setting** circle represents many of the components Brown described in his production process (i.e., management, opportunities, and basic resources). There are a variety of different ways of characterizing the setting. This study attempted to describe the setting by breaking down the concept of the setting into its physical, social, and managerial components. This model does not dissect the setting into specific components to depict specific benefit opportunities. In terms of providing for community benefits, the park setting must be considered a complex whole, as opposed to isolated opportunities, to adequately describe how communities interact with it. However, for managers to prescribe management actions within their park, components of the system need to be highlighted.

In terms of the physical setting, this study shows stakeholders who live around Itasca and Tettegouche believed the natural qualities of the parks are important. Visitors come to an area to recreate in that area to attain desired experiences and benefits for themselves (Brown, 1984; Stein and Lee, 1995). In contrast, local community stakeholders, who participated in this study, believe the natural environment and its managers provide opportunities for a variety of different types of benefits for themselves and for their communities. Therefore, managers must do more than manipulate the physical setting, they must work and communicate with community members. Moreover, Itasca residents want specific outreach programs. They believed the park needs to schedule events geared specifically to local residents in the area. Tettegouche stakeholders did not stress park outreach, but they wanted to work with managers to ensure community residents have good access to the park. Their personal connection to the park emphasized their need to understand what managers are doing to Tettegouche. For both parks, stakeholders did not necessarily want to have a major say in these activities, but they did want to be kept informed of management activities.

Describing the social setting in terms of visitors, which is how Itasca and Tettegouche stakeholders described it, can be quite complex. Stakeholders of both parks believed tourism dollars were important to their communities, but their responses to how managers should work with visitors suggest they perceived visitors in different ways. Itasca stakeholders stressed benefits associated with tourism (attracting tourism dollars and increasing community pride), but Tettegouche stakeholders stressed more of the local residents' use of the park and worried about increased visitation, because they

though it might deter their ability to achieve those types of benefits. According to comments by Itasca and Tettegouche stakeholders, the specific methods in which land managers work with visitors can have a dramatic effect on the opportunity for communities to attain important benefits.

The other circle of the model describes the **community**. Since these are the people who will attain the benefits, they need to be well understood. It was not an objective of this study to thoroughly examine communities' socio-demographic characteristics. However, future research that investigates community benefits should take socio-demographic data into account. These community characteristics could help explain how residents perceive the setting and help to determine why they desire certain benefits. For example, community characteristics, such as, overall attitudes of people in a community, the proximity of the community in relation to the area being studied, the economic basis of the community, and the socio-cultural characteristics of community members could be examined to better understand the community's role in a benefits production process.

The component of this model that depicts the **community's interaction** with the setting is comparable to Brown's description of visitors' taking part in activities to achieve experiences in a wildland recreation area. This interaction accounts for how people are directly or indirectly affected by a setting. The interaction between a community and a setting also accounts for the community's relationship with an area. As this study shows, a community's relationship with a park is more than just people taking part in recreation activities within the area. Just by knowing that the wildland recreation area exists creates benefits for communities. For example, a feeling of community pride, which both Itasca and Tettegouche study participants believed was important, is not necessarily contingent upon visiting an area.

Also, direct interaction with park managers and staff outside the parks' borders helps provide benefits for communities. Itasca stakeholders spoke about outreach programs Itasca personnel provide. These types of programs educate community residents not only about the park, but they can also improve residents' knowledge of more general environmental concepts and issues (e.g., nutrient cycling, food web, timber management, and so on).

Although the above examples illustrate how communities benefit from a setting without visiting the area, direct visitation to the area provides the best example of how communities attain benefits. For example, Tettegouche stakeholders believe Tettegouche State Park provides good opportunities for them to directly participate in diverse recreation opportunities. Through this participation in recreation opportunities, one can imply that the individual stakeholders benefit, along with their overall community.

Finally, this study shows community stakeholders speak in general terms about the **benefits** they attain from a wildland recreation area. These benefits are more relevant to a community's overall perception of itself and of the surrounding region than they are to a community's specific characteristics (e.g., economic well-being) or organizations (e.g., outdoor recreation user groups). In other words, the benefits a community attains from a wildland recreation area help shape the community and aid in its development. The use of the word development here does not infer constructing more human-made structures. It refers to a communities' overall progression and change for the better (Maser, 1997).

Traditionally, communities measured successful development through fast physical growth of human-made structures (Steiner, 1991). Often this growth was unplanned and resulted in a variety of economic and non-economic costs for rural communities (Power, 1996). Communities are not able to attain sustainable development because many of the short-term economic benefits that drive the growth result in long-term costs to the community (e.g., increased property taxes, high crime rates, and so on). Communities all over the country are abandoning this emphasis on fast growth into natural areas in favor of better planned and controlled development that protects and conserves natural landscapes (Cassano, 1997; Beatley, 1994; Steiner, 1991). Community planners who incorporate wildland recreation areas into their community plans assume residents and the community as a whole will attain certain benefits from these natural landscapes. This study shows that the benefits stakeholders identified are essential to maintain desired community character. For communities which depend upon benefits associated with the natural environment, identifying, planning for, and managing for their sustainability is essential.

The benefits a wildland recreation area contributes will inevitably change the community; thereby affecting the community's interaction with the park and future benefits that might be produced. This feedback is illustrated within the interaction section of the model. As one circle changes, the interaction between the two will change, and, finally, alter all components.

Conclusion and Future Research

This study emphasizes the intricate relationship between wildland recreation areas and surrounding communities. It does not imply managers should change specific management activities in either park. It emphasizes that communities have an important relationship to parks and that benefits a wildland recreation area might help provide to communities should be examined through the lens of this relationship.

In the past, recreation research has taken a mostly positivist approach to understanding people and their relationship to wildland areas. The positivistic paradigm has served its purpose well in terms of understanding visitors to areas. But, it does not serve as well in cases were we know little about a phenomena such as how communities benefit from wildland areas. This study begins to show the complex relationship communities have with natural areas. The current state of knowledge concerning community benefits is in the beginning stages, and simple descriptions of community/natural area relationships still need to be described to better understand how wildland recreation areas benefit people's lives.

Future examinations of community benefits should use both qualitative and quantitative methods. As emphasized throughout this article, the many variables to consider when examining community benefits are impossible to capture within a single study. Qualitative research methods that seek to describe and understand rather than predict seem to be the most efficient methods to best understand these complex relationships (Henderson, 1991). Therefore, a greater focus on describing the culture of the community in terms of its relationship to a natural area would avoid getting bogged down in the multitude of sociological and physical variables.

Quantitative methods must not be forgotten, however. Although they might not be able *prove* that relationships exist between components of the production process

model, they can begin to show that themes and patterns exist. Lists of specific motivations (or benefits) that help to explain individual recreation behavior have been compiled and refined over the last 25 years (Driver et al., 1991). Using similar quantitative research techniques that use large, randomly selected study participants who are representative of their communities' population, researchers can create similar lists of community benefits. These lists can then be tested in areas that differ demographically, economically, and physically to ensure their validity and reliability.

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